

UNITED KINGDOM HOLOCAUST MEMORIAL

INTERNATIONAL DESIGN COMPETITION

TENDER BRIEF

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This document has been assembled by Malcolm Reading Consultants from research content and original content provided by the UK Holocaust Memorial Foundation. 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 nearly twenty years' experience of projects, we are enthusiastic advocates of the power of design to create new perceptions and act as an inspiration.

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Contents

Introduction	3
PART ONE – The Brief	4
Project Key Themes / Values and Objectives	5
The Site	7
Outline Brief	10
Civic Realm	11
Memorial	11
Learning Centre	12
Outline Area Schedule	13
Programmatic Requirements	14
Outline Technical Requirements (for both the Memorial and Learning Centre)	19
Planning and Permissions	21
Project Details	24
Scope of Services	24
Design Team Composition	24
Form of Contract	25
Project Programme	25
Reading List	26
PART TWO	27
Competition Details	28
Anticipated Competition Programme	31
How to Submit	32
Submission Requirements	33
Evaluation Criteria	41
Form of Tender	46
Appendices	47

Introduction

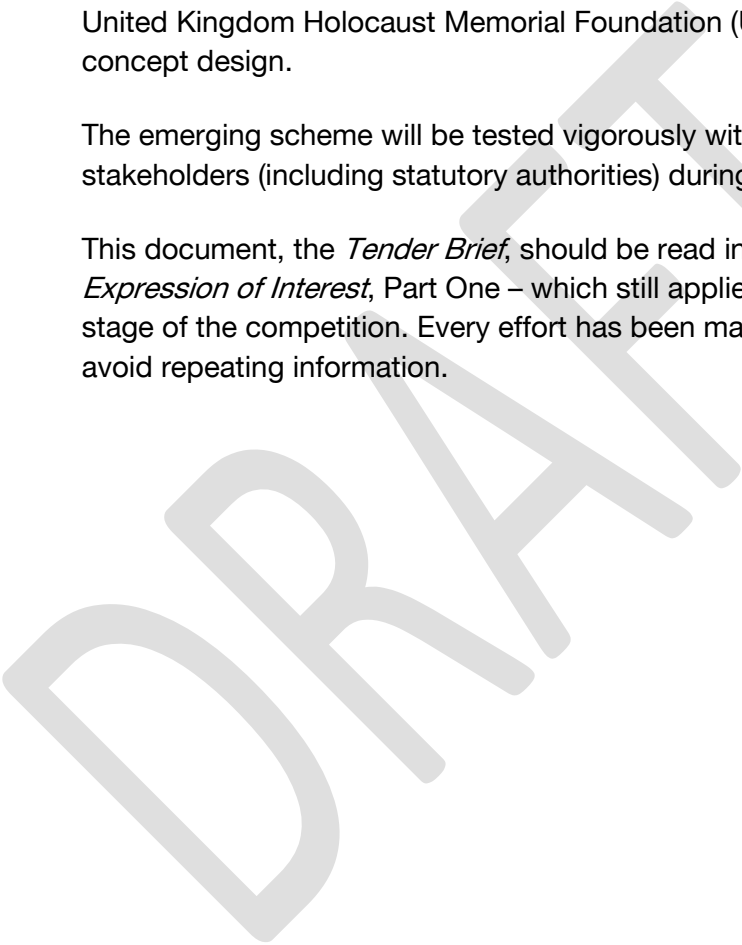
At this, the second stage of the UK Holocaust Memorial International Design Competition, shortlisted teams are asked to devise a concept design to address the requirements and issues outlined in the *Expression of Interest* and this *Tender Brief* document.

The competition Jury will assess each of the schemes, interview the teams and select a winner.

Following the competition the winning team will be expected to work with the Department for Communities and Local Government (DCLG) and the United Kingdom Holocaust Memorial Foundation (UKHMF) to develop their concept design.

The emerging scheme will be tested vigorously with internal and external stakeholders (including statutory authorities) during this period.

This document, the *Tender Brief*, should be read in conjunction with the *Expression of Interest*, Part One – which still applies and is relevant at this stage of the competition. Every effort has been made, where possible, to avoid repeating information.



PART ONE – The Brief

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Project Key Themes / Values and Objectives

The Memorial and Learning Centre should:

- Be an outstanding, ambitious, sensitive design that creates an emotionally powerful place for reflection and learning.
- Become a landmark of national significance, highlighting the importance and relevance of the Holocaust to the United Kingdom's history.
- Establish a place where current and future generations can come to remember the Holocaust and commemorate its victims, and which is also a focal point for annual national commemorations.
- Affirm the United Kingdom's commitment to stand up against prejudice and hatred, inspire reflection and compassion, and encourage visitors to respect and embrace difference.
- Be sombre but not shocking; convey the magnitude of what happened in a meaningful and comprehensible way: give visitors a deeper understanding of the Holocaust and its victims.
- Combine design, landscaping and place-making to enhance Victoria Tower Gardens – improving the visual and sensory experience of the green space, giving it focus and civic presence, both for visitors and existing users.
- Be a logical and harmonious addition to the existing memorials in the Gardens, all of which can be viewed as a physical representation of the United Kingdom's conscience and values.
- Address the sensitivities of the historic, political and national importance of the exceptional setting, adjacent to the Palace of Westminster, a UNESCO World Heritage Site, and the River Thames – and in one of the most visited, and recognisable parts of London.
- Be widely accessible and communicate to all visitors – regardless of age, faith, background, nationality, language or knowledge of the Holocaust – attracting and involving people outside the established audience.
- Convey the enormity of the Holocaust and its impact, reflecting the centrality of the destruction of European Jewry to Nazi objectives.

- Appropriately represent the fate of all other victims of Nazi persecutions, Roma, disabled people, Slavs, Jehovah's Witnesses, homosexuals, and all other political opponents of the Nazi regime.

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The Site

The site area is illustrated in the below diagram.



The blue line denotes the area of design consideration (civic realm), encompassing the whole of Victoria Tower Gardens.

The red line denotes the zone within which both the Memorial and Learning Centre can be sited.

Though the Learning Centre is expected to be circa 2,645m² there is no specified maximum footprint. It is expected that the requirements will be provided over at least two sub-levels, with the necessary accessible vertical circulation provided that this entails.

Whilst The Royal Parks has not set a specific height limit for the Memorial, the Memorial should be designed to fit into its surroundings, in particular to maintain clear sightlines to Victoria Tower. The Buxton Memorial (12 metres) should be used as a reference point, and it is anticipated that the Memorial will not exceed this height, physically.

A number of potential constraints exist on the site. In summary these include, but are not limited to, the following:

- **Heritage:** Victoria Tower Gardens is Grade II listed on the English Heritage Register of Parks and Gardens. This covers the hard and soft landscaping, as well as the established trees. Victoria Tower Gardens also contains three listed structures: The Burghers of Calais (Grade I); the Statue of Emmeline Pankhurst (Grade II); and the Buxton Memorial (Grade II*). Victoria Tower Gardens also sits within a significant heritage context, including the buffer zone of the World Heritage Site of the Palace of Westminster, and the Westminster Abbey and Parliament Square Conservation Area. A number of important view corridors exist to the Palace of Westminster and Westminster Abbey through Victoria Tower Gardens. These should not be affected by the siting or height and form of the Memorial.
- **Urban Infrastructure:** An existing sewer runs into the site, from Great Peter Street and discharging into the Thames bisecting the Burghers of Calais and the Buxton Memorial. The depth of the sewer is approximately 4.1 metres below ground level. A plan showing the location of this sewer can be found in Appendix B.
- **Ground Conditions:** The site is largely comprised of made ground, and piled foundations are likely to be required.
- **Climate:** Average rainfall for Westminster amounts to approximately 557.4 mm annually (source: Met Office). Extremes of weather including snow, frost, heavy episodic rain and drought may become more frequent.

- **Archaeology:** The site is located within the Tier 1 designated Westminster and Whitehall Archaeological Priority Area.
- **Flood Risk:** The site lies within a Rapid Inundation Flood Zone. These zones are categorised as low lying areas, close to the River, that are at risk of rapid inundation from flood waters, to a significant depth, in the case of a breach of flood defences. The site is also within a Flood Zone 3 (High probability of flooding). However the site is deemed to be a low flood risk due to the Thames-wide flood alleviation measures that have been put in place, such as the Thames Barrier.
- The **Top Surface** of the Learning Centre is to be placed at an appropriate depth below ground level, to facilitate an adequate covering of top soil and/or landscape finishes.
- Existing established **Trees** must not be affected.

For further and specific details on the known constraints please review the information provided in the Appendices to this document, including the Planning Brief in Appendix C and the Site Investigation Report – Executive Summary in Appendix D.

Outline Brief

The project is composed of two integrated elements; the Memorial and the Learning Centre. It is anticipated that these will be a single combined facility but should be considered as two 'Parts'. It is important that Part 1, principally the Memorial but also including landscaping, way-finding, lighting (if relevant to the design concept) and any related interpretation, should be identifiable and capable of completion independently.

Please refer carefully to the Submission Requirements and Evaluation Criteria sections of this Tender Brief (see pages 27-47).

This competition (led by DCLG) – and the wider work of the UK Holocaust Memorial Foundation – fulfils the recommendations made by the Prime Minister's cross-party Holocaust Commission in its report of January 2015.

On Holocaust Memorial day in 2016, the UK Government announced that the National Holocaust Memorial will be located adjacent to the Palace of Westminster in Victoria Tower Gardens, London. The Government has also been clear that in delivering this National Memorial it seeks to maximise the interpretive and educational benefits.

The Holocaust Commission was clear that the strongest way of delivering those benefits would be through the creation of a co-located Learning Centre. Following an extensive search of potential sites across London and a detailed analysis of Victoria Tower Gardens, the cross-party UK Holocaust Memorial Foundation is now formally recommending to Her Majesty's Government that such a Learning Centre should indeed be co-located (below ground) with the National Memorial in Victoria Tower Gardens.

As a result, the competition is seeking holistic designs comprising two parts. The first part fulfils the minimum commitment of a National Memorial, requiring an outstanding design for a stand-alone memorial, including landscaping and above ground work. The second part is the below ground Learning Centre component, which will be taken forward subject to technical, financial, planning or other constraints. Both parts should be considered holistically together, as set out in the competition documents.

Her Majesty's Government has committed £50 million as its contribution to the total project costs of the National Memorial, the creation and running of a co-located Learning Centre and additional wider educational work on the Holocaust. In taking forward the winning design, HM Treasury standard Green Book processes for capital projects will be applied.

Overall, the competition is looking for an outstanding, ambitious and sensitive design, creating a powerful place for reflection and learning.

Civic Realm

Following consultation with The Royal Parks and Westminster City Council, the Brief asks for competitors to propose improvements to the civic realm and landscape qualities of Victoria Tower Gardens. This could include, but is not limited to:

- Access to and from the Gardens;
- Circulation once in the Gardens;
- Way-finding signage;
- Lighting at night;
- 'Street' furniture and other user amenities; and
- Hard and soft landscaping.

Competitors should also consider the overall experience of visiting the Gardens, including improving views to and from the river, and looking to integrate the other memorials located within Victoria Tower Gardens into a consolidated and co-ordinated civic realm. It should nevertheless do this taking into account the heritage significance of both Victoria Tower Gardens and its immediate context.

Competitors should consider in particular their construction methodology in relation to maintaining access to Victoria Tower Gardens as a safe and publicly-accessible outdoor amenity space. The works should be capable of being programmed so that at least 75 per cent of the Gardens can be kept open at any time.

Memorial

The requirements for the Memorial element of the project have been left concise to allow the widest interpretation. The Memorial should be:

- A landmark of national significance, set within an updated civic realm befitting the significance of the subject and its central London location.
- Highly visible, from near and far, providing a national focus for personal and group reflection, remembrance and commemoration.
- Accessible to all, it should communicate meaning, significance and impact of the Holocaust to a wide range of audiences.

- Set within a wider landscape, heritage and commemorative context, it should respect and connect with the themes of the other memorials in Victoria Tower Gardens (without diluting its own identity) and ensure that the Gardens maintain their historic park-like setting and ambience.

Other factors which designers might want to consider include the provision of shelter during rain and how the Memorial might be lit at night. Visitors to Victoria Tower Gardens are anticipated to number one million annually, so creating a sense of peace around the Memorial or an atmosphere that engenders reflection is a particular design challenge.

For the extent of where the Memorial can be sited within Victoria Tower Gardens please see the diagram on page 7.

Learning Centre

The Learning Centre will explain and interpret the Memorial. It will also contextualise the focus of the whole UKHMF project. Through its layout, design, interpretation and content, the Learning Centre will provide an engaging and explorative experience, readily open to all, whether visiting as an individual or within a group. It will enhance the educational impact of the Memorial, point to other resources with partner institutions across the country and complement existing work being done in the field. It will also become the focal point for high profile events, potentially of several hundred people.

The building is to be sited below park level within the assigned site area of Victoria Tower Gardens (see page 7 for details). The footprint is such that this is likely to be over two sub-levels. Competitors should provide the appropriate step-free access routes to support public access from park level to all levels of the Centre. Competitors may also consider ways of providing natural daylight to certain key spaces within the Centre, as described in the programmatic requirements section below.

Outline Area Schedule

Space type*	Net Floor Area NFA (m ²)		Gross Floor Area GFA (m ²)		TOTAL	
					Op.1	Op.2
Front-of-House						
Threshold**	300	720	0	180	300	900
Permanent interpretation space(s)**	770	350	330	150	1,100	500
Changing interpretation space	420		180		600	
Retail	80		-		80	
Flexible meeting space	100		-		100	
Toilets	100		-		100	
Back-of-House						
Office	120		-		120	
Finishing Kitchen (for events)	25		-		25	
Storage	100		-		100	
Plant	-		120		120	
TOTAL	2,015		630		2,645	

*an allowance for circulation is included in the above areas, and is noted where known or applicable in the GFA column. Although itemised, the area for circulation, where noted in the front-of-house spaces, should be integrated within the galleries. Competitors should suggest appropriate levels of circulation for the back-of-house spaces.

**The two options of areas provided for 'Threshold' and 'Permanent interpretation space(s)' is to give flexibility to the competitors as to the integration, or separation, of these spatial requirements as they consider appropriate. However the overall area for the Learning Centre is envisaged as circa 2,645m². Please see the below 'Programmatic Requirements' section for further details.

The above area schedule, and below programmatic requirements, are provided for guidance only. Shortlisted teams are asked for their creative responses and concept approaches to the outline requirements of the project.

Programmatic Requirements

Front-of-House

The front-of-house spaces within the Learning Centre constitute the publicly accessible spaces of the building. These are the spaces that provide visitor orientation, learning and interpretation, as well as important amenity and support spaces.

The focus of the front-of-house spaces is permanent and changing interpretation spaces. Concept development work has suggested that the permanent interpretation spaces should focus on the following four themes:

- 1) An introductory space intrinsically linked to the Memorial, which helps to define the Holocaust and the national response to it.
- 2) Allowing the visitor to engage with and learn from individual human experiences.
- 3) Allow the visitor, whether visiting as an individual or within a group, to access archival information through a digitised format.
- 4) Placing the Holocaust Memorial in a wider context by exploring themes associated with the location. This will help to contextualise the Memorial, under a range of broad themes including freedom, democracy, tolerance, struggle and equality.

Threshold:

The Threshold provides an important physical, visual, emotive and narrative link between the Memorial and Learning Centre.

This should be a generous, inviting, bright and impactful space, providing the main entry point(s), orientation, gathering and introductory facilities of the Learning Centre. Specific front-of-house functions located within the Threshold space include, but are not limited to, information point(s), reception/ticketing, cloaks/lockers and security. Orientation within and from the Threshold should be intuitive, with a clear hierarchy of routes and with a minimal reliance on overt way-finding signage.

The Threshold should also act as a billboard for other related institutions and Holocaust organisations, providing information on, and to publicise, upcoming events and related facilities and services.

The Threshold should be capable of accommodating high profile events, potentially of several hundred people. Competitors can look to integrate

some of the permanent interpretation requirements of the Learning Centre within an extended Threshold space.

Separate drop-off for schools should be considered (location to be determined).

Permanent interpretation space(s):

There are broadly four permanent interpretation themes that have been suggested in initial concept work. These are summarised above.

All the permanent interpretation spaces, whether integrated into the Threshold space or not, should be clearly visible and accessible from the entrance. These spaces should be highly immersive, transformational and interactive. They will employ a range of mixed-media interpretation techniques, including, but not limited to, audio-visual and interactive displays. There is likely to be limited physical content in these spaces, as UKHMF does not hold a permanent collection of objects and artefacts and the Learning Centre is to be driven by the use of technology.

The environmental quality of the interpretation spaces should be of a level appropriate for the media deployed and visitor comfort alike, balanced against a consideration of the energy use of the building as a whole. Modulated daylight to some of the spaces may be desired, and in particular if and where integrated within the Threshold. However, low levels of general lighting and individual task lighting would be more appropriate in spaces used to support interpretative media.

Changing interpretation space:

This space is to cater for a calendar of changing exhibitions and/or events, related to the overall aims of the Memorial and Learning Centre. As such, it should be designed to Government Indemnity Standards, in terms of environmental control, security and fire suppression. It should be capable of temporary subdivision, if desired, and black-out. It should also be located and space planned so that it can be shut off from the rest of the Learning Centre without affecting operations, to facilitate the setting up and taking down of exhibitions and events.

As with the permanent interpretation space(s), this space should be clearly visible and accessed from the Threshold, and competitors could consider providing it with its own separate entrance and lobby. Competitors should also consider the logistical and operational efficiencies of facilitating the set up and take down of exhibitions and events whilst minimising disruption of visitors of the Centre.

Retail:

A small retail space/shop should be provided as part of the Centre. This could be a separate space, or co-located within the Threshold. If separate then the shop should have direct access from the Threshold. If co-located within the Threshold it should be capable of being appropriately secured when not in use. Competitors could also consider providing it with a separate entrance from Victoria Tower Gardens so that it can be accessed by customers even if the Centre is closed, but taking into account the project constraints noted on pages 8-9.

Flexible Meeting Space:

A flexible meeting space/room is an optional requirement for the Learning Centre. If provided this should be capable of catering for a wide range of activities, including supporting changing exhibitions and events and acting as a meeting room for Centre staff. Although a separate room, competitors should consider how this space could 'open up' and be integrated with other public facing facilities within the Centre, for example acting as a break-out space for events in the changing interpretation space, and facilitating the accommodation of high profile events.

The space should be directly accessible from the Threshold and changing interpretation space. Daylight is desired, but not essential, and the space should be capable of black-out. It should have an appropriate level of environmental control to support user comfort, and be capable of facilitating a range of technological requirements.

Toilets:

Visitor toilets are to be provided in the Learning Centre, located within close proximity and within easy access of the Threshold. These spaces should be appropriate in quality, type, number and size to match the significance of the Centre and the projected visitor numbers.

These spaces should be highly functional and easy to clean and maintain with minimal disruption to the operations of the Centre. It is anticipated that the visitor toilets will also be used by staff at the Centre, as no separate provision is envisaged.

Back-of-House

Highly efficient and functional back-of-house spaces and facilities are vital to the smooth operation of the Learning Centre. Below we have highlighted the key space provisions, but competitors should consider and include the full range and breakdown of back-of-house spaces required within their proposals (e.g. cleaners' cupboards, staff amenities, etc.).

Office:

It is envisaged that the Learning Centre will be staffed by a small permanent team, supplemented from time-to-time by additional temporary staff as and when required. Others will staff the information points, ticketing desk(s) and reception or be located within the interpretation spaces to assist visitors.

The office space should be open plan and designed to facilitate modern ways of working, including hot-desking. Its design and environment should be contemporary and comfortable. Some short-term storage should be integrated in and around workspaces. The office space should be a staff only area, with visitors met and engaged with in the publicly accessible areas.

Competitors should include a limited range of staff amenities, and should consider the best way to efficiently use other facilities within Centre (for example the finishing kitchen described below could be used as the staff kitchenette when appropriate). As a minimum competitors should include, within the office space, a resource room/space (for printer/photocopier/scanner, etc.). Staff storage lockers will be required, but these do not necessarily need to be located within the office space and could be integrated into corridors, if and where appropriate.

Modulated daylight is desired. Appropriate environmental control should be provided for staff comfort.

Finishing Kitchen:

A small finishing kitchen should be provided to support events within the Centre. This should be located within close proximity to the Centre entrance, to facilitate deliveries, and the changing interpretation space and flexible meeting space (if provided). Competitors should consider the best way for deliveries to be made to the finishing kitchen, and related storage, to minimise visitor and operational disruption.

Storage:

In the outline area schedule provided above we have highlighted an overall area for the storage requirements of the Learning Centre. As a guide this should be efficiently apportioned to provide storage for the following:

- Limited reception/information storage, including for publicity materials;
- Furniture storage;
- Equipment storage, including for A-V equipment;

- Kitchen storage;
- Limited retail/shop storage;
- Cleaners' cupboards; and
- Limited long-term office storage.

Plant:

Plant and related service areas are vital to the smooth operations of the Learning Centre. Staff only areas, these spaces should be provided with a high level of security. As with the storage requirements above, a total figure for plant has been provided. Competitors should disperse or centralise these requirements as needed in order to maximise spatial and functional efficiencies.

Plant equipment usually has a shorter design life than other elements of the constructed building. Consideration should be made for flexibility and adaptability in the design and layout of plant space(s) to facilitate change and updating of services in the future.

Outline Technical Requirements (for both the Memorial and Learning Centre)

Flexibility and Efficiency:

Flexibility (the ability for spaces to adapt their use over time) and efficiency (the ability of a single space to perform multiple functions) should be built into the design.

A flexible approach should be taken to the whole Centre, and in particular the front-of-house spaces to cater for potential future changes in cultural habits or visitor demographics.

Efficiency will help to reduce the capital burden of providing facilities within the Centre. Competitors should consider how some spaces could provide two separate, yet compatible uses.

Security

Security provision should be high, yet discreet and unobtrusive. Specific regard should be paid to counter-terrorism requirements.

Discouraging graffiti, sabotage, climbing or protest, should be intrinsic to the design.

Accessibility:

The design of the Memorial, Learning Centre and associated landscape improvements should comply with, and even exceed the UK requirements on Accessibility, as laid out in the Disability Discrimination Act (DDA) 1995. The project should look to promote inclusivity throughout, including a use of universal design principles.

The experience of visiting should be equal for all, regardless of age or level of ability. Full accessibility should be provided to all floor levels across the building, and within associated landscape spaces.

Maintenance:

The Centre and Memorial should be designed with ease of use, cleaning and maintenance in mind. It should be designed to minimise whole life costs, thereby providing lifetime value. The design should take into account, even at this conceptual stage, issues relating to maintenance and cleaning, including:

- Finishes that are robust, stain-resistant and easily cleaned;
- Finishes that deter pigeons;

- Fittings that have a long life expectancy, but are easily replaceable and with minimum variations across the building and landscape;
- Design that works well in extremes of weather, such as heavy rain, snow and sunshine; and
- Adequate space to facilitate service equipment maintenance and future replacement.

Sustainability and energy performance:

The project should be an innovative exemplar of sustainable design, construction and practices. The client has a commitment to low energy and alternative energy strategies.

Therefore your design should aim to reduce the environmental and health impact of the project by:

- Minimising waste in both construction and building use and maximising recycling;
- Maximising energy efficiency and minimising running costs;
- Minimising the energy demand for cooling, heating and lighting;
- Maximising use of renewables and alternative forms of energy;
- Saving water for indoor use and irrigation;
- Careful sourcing and use of materials;
- Preventing light and noise pollution; and
- Employing passive solutions where possible.

Services infrastructure will need to be provided to the site, into and through Victoria Tower Gardens. This should carefully consider existing landscape structures and features, and any existing services infrastructure, including those supporting the daily use of the Gardens.

Please also see the technical reports included within appendices to this document for further specific detail on technical considerations and/or constraints.

Planning and Permissions

A list of key project stakeholders can be found on page 16 of the *Expression of Interest* document.

The competition site is located in an area of local, national, and international significance, and as such, there are a number of complex planning regulations and considerations which competitors should be aware of when preparing their design submissions.

In summary these are:

UNESCO World Heritage Site

Victoria Tower Gardens is located immediately to the south, and within the buffer zone of the Westminster UNESCO World Heritage Site (WHS). The WHS was designated in 1987, citing the strength of its architectural and artistic value, as well as the site's embodiment of the development of parliamentary democracy. Design proposals will be expected to consider any potential effect on the Outstanding Universal Values of the WHS.

The London's World Heritage Sites Guidance on Settings Supplementary Planning Guidance (SPG) provides information on understanding World Heritage Sites and their settings in the context of London, information on the elements that contribute to a site's Outstanding Universal Value and guidance for assessing the effect of potential development on London's World Heritage Sites and their settings, to ensure these are conserved and enhanced by developers, policy makers and other stakeholders.

Heritage designations: conservation areas, listed spaces, buildings and structures

Victoria Tower Gardens is a Registered Park (listed Grade II) on the English Heritage Register of Parks and Gardens. Whilst there is no particular legislative protection prescribed to Registered Parks, designs should consider any potential effects on the park's setting. The Park also sits within the Westminster Abbey and Parliament Square Conservation Area.

Victoria Tower Gardens also contains a number of listed structures, including the Burghers of Calais (1915, Grade I listed), the Statue of Emmeline Pankhurst (1930) and the Buxton Memorial (1865), the latter two listed Grade II.

The following national regulations and legislations apply:

- Planning (Listed Buildings and Conservation Areas) Act 1990
- Ancient Monuments and Archaeological Areas Act 1979

Within the Park's immediate setting are a number of other listed buildings and structures, including those within the WHS (the adjacent Victoria Tower Lodge and Gates to Black Rod Garden are Grade I listed, as is the Palace of Westminster behind, with the Statue of Richard I Grade II listed).

In addition within the wider setting are the Jewel Tower, St Margaret's Church and Westminster Abbey (all Grade I), and Church House (Grade II*). There are also views across the river to both Lambeth Bridge (Grade II) and Lambeth Palace (Grade I).

Historic England has published new guidance for the Westminster and Whitehall Archaeological Priority Area (APA). Victoria Tower Gardens is within the designated area. Further details are available at Appendix E.

London Plan (2015)

Victoria Tower Gardens sits within the Central Activities Zone (CAZ) of the London Plan (2015). The CAZ covers a large part of the central London sub-region, covering London's geographic, economic and administrative core. The CAZ has a specific SPG relating to its uses. The SPG seeks to promote culture, arts and entertainment uses within the Central Activities Zone to promote the zone as a global visitor destination.

The London Plan protects designated strategic views within London through the **London View Management Framework (LVMF, 2011)** as a piece of supplementary planning guidance (SPG).

Victoria Tower Gardens sits within the background of a number of protected vistas, and strategic views towards the Palace of Westminster.

The site also has the potential to impact upon protected views from Westminster Bridge and Lambeth Bridge as well as along Albert Embankment between Westminster and Lambeth Bridges along the Thames path near St Thomas' Hospital.

The site is also within the **Thames Policy Area**, which looks to protect and enhance the special historic and architectural character of the Thames and its immediate environs. The Thames path runs through the site. The National Environment Agency is responsible for the protection and enhancement of the environment in England and Wales.

Victoria Tower Gardens sits within the boundary of Westminster City Council (WCC), who is the local planning authority covering the site. The following WCC documentation is relevant to consider in the preparation of your competition proposal:

Westminster City Plan (July 2016)

Westminster City Council's City Plan, as Westminster's local development framework, is the key policy document for determining planning applications in Westminster. As the most local and up-to-date policies, these should be looked at first, and take priority over Unitary Development Policies.

Included within the City Plan are Strategic Policies, including those that refer to promoting Westminster's World City functions, managing its heritage and environment and supporting its living, working and visiting populations, whilst seeking to conserve Westminster's wider historic environment, and support new arts and cultural uses.

Although the City Plan is the key planning document covering Westminster, elements of **Westminster's Unitary Development Plan (UDP, 2007)** are still relevant, and include those that cover the River Thames, design matters, historic parks and gardens, inclusive design and access, trees and public realm.

The **Westminster Abbey and Parliament Square Supplementary Planning Document (SPD)** provides details of the historic background of the conservation area, its listed buildings, key features and strategic views.

Finally at a national level **The National Planning Policy Framework (NPPF, 2012)** sets out the Government's planning policies for England and how these are expected to be applied. All regional and local planning authorities are expected to follow its framework.

Further information on the planning and heritage context can be found in the technical documents in Appendices C and E.

Project Details

Scope of Services

Through this competition, DCLG advised by UKHMF are seeking a multi-disciplinary creative team with expertise in architecture and design, landscape architecture, and interpretation. Teams might also include an artist, a way-finding specialist, a lighting designer, access consultant, education specialist and any other additional skills you feel are necessary.

It should be noted that it is intended to procure separately the remaining skills (excluding those listed above) necessary to complete the full design team. This includes structural, mechanical and electrical engineering, project management and cost consultancy.

It is anticipated that an architect will lead the design team (although this is not obligatory). The architect will coordinate and manage the work of all other consultants. The architect will provide a full scope of service across all work stages, following the RIBA Plan of Work 2013, with some minor amends from UKHMF and DCLG.

The appointed architect will act as the Principal Designer under the Construction and Design Management Regulations 2015.

The full Scope of Services is included in Appendix F. UKHMF and DCLG will require the winning team to provide full design team services as outlined in this Brief, and the Scope of Services. Although UKHMF and DCLG anticipate using the winning team, it is not bound to use all members proposed by the winning team.

Design Team Composition

UKHMF and DCLG will require the winning architect to provide full services as outlined in Appendix F and in this Brief.

Structural/civil engineering, MEP engineering (mechanical, electrical, public health) cost consultant, project management, security advisor, highways and other specialists will be procured directly.

However, should competitors need to obtain technical advice from other consultant disciplines in order to prepare your submission you may seek this from consultants of your own choosing. Please list any consultants who have provided advice for your competition submission. UKHMF and DCLG cannot guarantee that these consultants will be invited to tender for the services listed above.

The appointed architect will act as the Lead Consultant for the design team (and Principal Designer under the Construction and Design Management Regulations 2015). Although it is anticipated that the other members of the design team will have a separate contractual agreement, the Lead Consultant will be required to manage, co-ordinate and organise the work of the other design consultants on the project.

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

Form of Contract

It is envisaged that the NEC 3 Contract and Procurement Route will be used for this project.

Project Programme

The Prime Minister's Holocaust Commission's set out an ambition to open the Memorial and Learning Centre in 2020. This remains the intention of UKHMF.

Budget

Her Majesty's Government has committed £50 million as its contribution to the total project costs of the National Memorial, the creation and running of a co-located Learning Centre and additional wider educational work on the Holocaust. This will be complemented by wider public fundraising. UKHMF has concluded that the total project value of the combined parts, including the interpretative fit-out, is up to £40 million (this includes the costs of this contract which are estimated to be between £3 - £3.5million, the cost of the works, including contractor Preliminaries, OH&P, contingency, inflation, all professional fees, site preparation costs and VAT where applicable). The equivalent project value for Part 1 (Memorial only) is up to £6 million.

Reading List

“What are the common myths and misconceptions about the Holocaust,” UCL Centre for Holocaust Education,
<http://www.holocausteducation.org.uk/teacher-resources/subject-knowledge/myths-misconceptions/>

“What do students know and understand about the Holocaust?”, UCL Centre for Holocaust Education,
<http://www.holocausteducation.org.uk/wp-content/uploads/What-do-students-know-and-understand-about-the-Holocaust2.pdf>

“A history of the Roma genocide,” UCL Centre for Holocaust Education,
<http://www.holocausteducation.org.uk/teacher-resources/subject-knowledge/history-roma-genocide/>

British Association for Holocaust Studies, University of Southampton,
http://www.southampton.ac.uk/bahs/holocaust_studies/index.page

Bauer, Yehuda. *A History of the Holocaust*, (New York; Franklin Watts, 1982).

Bauer, Yehuda, *Rethinking the Holocaust*, (New Haven: Yale University Press, 2002)

Bauer, Yehuda, *They Chose Life: Jewish Resistance in the Holocaust*, (American Jewish Committee, Institute of Human Relations, 1973).

Berenbaum, Michael, *The World Must Know*, (Boston: Little, Brown & Co., 1993).

Cesarani, David. *Britain and the Holocaust*; London; Holocaust Educational Trust, 1998

Cesarani, David (ed.), *The Holocaust: Origins and Implementation*, (London: Routledge, 1994).

Cesarani, David, *Final Solution: The Fate of the Jews 1933–1949* (London: Macmillan, 2016).

Gilbert, Martin, *The Holocaust: A History of the Jews of Europe during the Second World War*, (New York: Holt, Rinehart, and Winston, 1985).

PART TWO

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Competition Details

Competition Requirements

This document does not represent a final brief for the project and it is expected the selected design team will work with UKHMF and DCLG to reflect upon and refine the brief during the design process.

Competitors are encouraged to reflect on the brief and make suggestions where relevant within their submission. The project must also be able to be completed within the cost limitations set out in this document. It is important that you are able to demonstrate how you would approach controlling project costs.

Deadline for Submissions

Tender submissions will be received up to **14.00 hours GMT on Friday 13 January 2017**.

Please ensure that your submission is submitted no later than the appointed time. DCLG advised by UKHMF may not consider your submission if it is received after the deadline.

Queries and Correspondence

All enquiries relating to the competition should be addressed to Malcolm Reading Consultants, the independent competition organisers appointed to manage the process. During the competition, no contact should be made with DCLG, UKHMF, members of the competition Jury, the Palace of Westminster, The Royal Parks, or the Department for Culture, Media and Sport. Failure to comply with this restriction may compromise your position within the competition.

Questions should be emailed to:
holocaustmemorial@malcolmreading.co.uk

A question and answer log will be circulated to the designated team contact on a weekly basis.

Please note that telephone enquiries will not be accepted, and the latest date for submitting enquiries is **14:00 GMT Wednesday 4 January 2017**.

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.

Language

The official language of the competition is English. All entries should be in English.

Insurance

UKHMF, DCLG and Malcolm Reading Consultants (MRC) will take reasonable steps to protect and care for entries but neither organisation will insure the proposals at any time.

Competitors are urged to maintain a full record of their entire entry and to 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. Information or supplementary material, unless specifically called for in subsequent communication, will not be considered by the assessors.

Tender Brief Clarifications

UKHMF and DCLG may, at any time prior to the submission date, clarify the Tender Brief; MRC shall notify all competitors of any such clarifications. If MRC issues any circular letters to competitors during the Tender Period, including the weekly Q&A to clarify the interpretation to be placed on part of the documents or to make any changes to them, such circular letters will form part of the Tender Brief. Accordingly, all competitors will have been deemed to take account of these in preparing their submission.

Site visits, photos and drawings

A formal site visit is scheduled for **November 2016** (precise date TBC). Further notice and details of the agenda will be given to each competitor in due time.

Return of competition materials

All material which is submitted as part of your Stage Two response will be retained by UKHMF and DCLG and will not be returned to participants.

Honorarium

An honorarium of £15,000 will be provided to each competitor who submits a bona fide entry and attends an interview. No other payment of any kind will be made in respect of any costs associated with, or incurred

in, the preparation and submission of any tender returns or as part of the tendering process.

Copyright of Competition Entries and Intellectual Property of Entries

The ownership of Copyright will be in accordance with the Copyright, Designs and Patents Act 1988. UKHMF and DCLG, as promoter, and MRC, as competition organiser, reserve the right to exhibit or publish all entries without cost. Any use will be properly credited to the competitor, and the competitor warrants that the submission comprises solely its own work or that of any team member submitting a response.

By submitting a tender the competitors hereby grant an irrevocable, non-exclusive royalty free licence to UKHMF, DCLG and MRC to publish and use the tender submission or any part thereof (including, without prejudice to the foregoing, any submission materials) for any purpose except seeking consents and construction. For the avoidance of doubt, the licence shall survive the competitors' exit from the tendering process.

Competition Publicity

Competitors should note that any or all of the submission materials may be used for publicity purposes. This includes, but is not limited to, a public exhibition of the shortlisted practices' design concepts, an online gallery of the shortlisted practices' designs, and media releases relating to the competition or project in a more general sense.

Anticipated Competition Programme

All dates 2016-17

Tender stage launched	Early November
Shortlist announced	Early November
Site visit	November
Final submissions by shortlisted teams	Friday 13 January
Exhibition Launch	Late January
Consultation on shortlisted designs	Spring 2017
Jury deliberations and winner announced	Summer 2017

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How to Submit

Submissions should be made both digitally and physically. Details are outlined below.

Digital Submission

All parts of the submission, with the exception of the model, must be submitted digitally. Please submit by email to:

holocaustmemorial@malcolmreading.co.uk, including a link to a file-transfer website.

Digital files must be received on or before **14:00 GMT Friday 13 January 2017**.

Physical Submission

The A1 design boards, model, and narrative booklet and appendices should also be submitted physically.

Submissions must be posted to the London office of Malcolm Reading Consultants, to arrive on or before **14:00 GMT Friday 13 January 2017**.

No alternative arrangements will be accepted. The delivery address is:

UK Holocaust Memorial International Design Competition: Tender Submission

Malcolm Reading Consultants
Second Floor
29 Lincoln's Inn Fields
London
WC2A 3EG

The sender, including the company, should be clearly identified on the package. Competitors are responsible for ensuring their submission package clears customs and arrives on time. It will not be possible for MRC, DCLG or UKHMF to pay to release items in customs.

Submission Requirements

We want to engage your creativity, thinking and skill for design, analysis and explanation. How will you persuade us that you are the right design team for the job?

To channel your thinking and to help make the selection fair and rigorous, we ask each competitor to make their submission in a series of presentation boards, model and an accompanying narrative booklet.

The boards should 'tell the story' and present the key ideas behind the submission. The booklet should provide analytical and narrative detail to support and expand on the information on the presentation boards.

Competitors are asked to submit a design in two parts, showing designs for a Memorial only (Part 1), and a holistic design integrating the Memorial with the Learning Centre (Part 2), which will be taken forward subject to technical, financial, planning or other constraints.

Each competitor is required to address the questions below and overleaf in their response. Please answer all the questions and provide the supplementary details required. Responses should be submitted in the format identified below. No other form of submission will be acceptable. Any or all of the submission materials may be used for publicity purposes.

Details regarding how to submit can be found on page 32. Please refer to the Evaluation Criteria section of this document for how the submissions will be evaluated and the scoring approach to be used.

Where possible, responses should be produced using recycled paper containing at least 80% post-consumer waste and using both sides where appropriate.

Part A: Presentation Boards

2 x printed copy

1 x digital copy

All six Presentation Boards should be submitted in A1 landscape format mounted on 5mm foam-board (or equivalent). Each of the six Boards should be given the specific titles noted below, and cover the information requested.

1. *Overview*

Your understanding of the vision, ambitions and objectives of UKHMF for this project (see page 5 for details). A summary of your

response to context, your strategic response to the Brief, including the two parts as outlined in this document, the architectural quality of your concept and your approach to operational and logistical needs.

This board should include a 100 word written statement encapsulating your design concept, including your approach to the project's two parts.

Your overall response to the Brief and requirements of the project.

2. Context, Masterplan and Place-making

Your analysis of the site and its context. Your approach to place-making, heritage setting, townscape, landscape design and connectivity.

Show your masterplan improvements for Victoria Tower Gardens for both the Memorial on its own and the combined Memorial and Learning Centre.

Your response to the wider context, sense of place, and the heritage value of the site and its immediate and wider surroundings.

3. Architectural and Interpretative Quality

Use this board to describe the quality, both internally and externally, of your architectural and interpretative response to the Brief. How does your design enhance the experience of visiting and using Victoria Tower Gardens? Present the following on this board:

- Your design proposal for the Memorial, how this is experienced by the visitor and how it sits within its environment.
- How the entrance to the Learning Centre 'announces' itself at ground level and draws visitors in.
- The quality and experience of arrival inside the Learning Centre.
- The quality of the visitor and learning/interpretative experience within the main public spaces of the Learning Centre.

Your proposal for the design concept and how it is experienced: appearance, scale and vision.

4. *Operations and Logistics*

Your analysis of, and response to, the operational and logistical requirements of the Memorial and Learning Centre. This includes, but is not limited to, circulation and access, servicing and deliveries and security and maintenance.

Include on Board 4 your area schedule for the Learning Centre, noting any suggested amendments to the indicative schedule provided on page 13 of this Brief.

This should clearly demonstrate the operations and logistics for the project for both the Memorial on its own and the combined Memorial and Learning Centre.

Your proposal for how the design would operate and function.

5. *Construction and Performance*

Your proposed construction methodology for the project, including the mechanics of your phasing approach. Illustrate the materiality and the finishes proposed. Describe your approach to sustainability, in design, construction and use, and highlight the anticipated environmental and energy performance of the proposal.

The mechanics of the design. Your approach to how the design would be constructed, including phasing, and how it would perform once in operation.

6. *The Memorial: Design and Detail*

Please provide a sixth and final board that shows your approach to place-making and design of the Memorial only. To clarify, this is not intended as an alternative design.

Your proposal for the design concept of the Memorial only. Include your approach to place-making, access and operations; how it is experienced: appearance, scale and vision; and how it functions and is constructed.

Part B: Narrative Booklet

6 x printed copies

1 x digital copy

A narrative booklet in A4 format (A3 foldout sheets will be acceptable for key diagrams, provided they are bound securely into your A4 document) should be submitted. The narrative booklet should be limited to 60 sides and is set out in three sections.

The first section should be entitled **Design Proposal**. Covering the first 20 sides of the booklet, this should go into greater narrative detail to support and supplement the information contained on Boards 1 to 4 and Board 6. This will be assessed under the **Design Proposal** evaluation criteria. Its structure should follow that of the five boards.

The second section, covering the next 20 sides (maximum), titled **Construction Methodology and Feasibility**, should focus on construction method, materiality, feasibility, phasing and performance. This will be assessed under the **Construction Methodology and Feasibility** evaluation criteria.

- 1) Set out your approach to sustainability, including environmental control and performance. How will the project be an exemplar of sustainability, in its design, construction and use? How will your design look to maximise energy performance and minimise running costs?
- 2) Outline your approach to construction and project delivery, including construction logistics and phasing.
- 3) Describe your philosophy towards materiality and finishes.
- 4) Explain the feasibility of your design and how you have considered designing to budget within the preparation of your design concept.

The final 20 sides (maximum) should cover how you propose to work with UKHMF in the design and delivery of the project. Please stress what is different and unique about your working methods and give examples of where this has led directly to successful outcomes.

Your response should be under the heading **Working Methodology and Design Team**. Your response should follow questions 5-8 below and will be assessed under the **Working Methodology and Design Team** evaluation criteria.

Please note:

This tender is for the procurement of the Architectural Design Services, Landscape Design Services and Interpretation Design Services only. Please include all consultants deemed necessary for your delivery of these services. All other design team services will be procured separately, under a separate tender process.

The team specified within your response to Question 5 below should be committed to the project should you be successful in this competition.

- 5) 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. 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? 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.

Set out how you propose to use modern design practices and processes, such as Building Information Modelling (BIM), throughout the whole project lifecycle.

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 above.

- 6) Describe your approach to statutory applications, including consultation with local planning authorities and other statutory bodies and engagement with other key project stakeholders.
- 7) Cost control is essential to the success of the project. Describe how you will work to ensure that the evolving and completed design is affordable and within the available budget (as detailed on page 25). What processes and procedures will you adopt to ensure that project costs are continually monitored and managed?

Please complete the Order of Cost Estimate template as included in Appendix I as part of your appendices to the Narrative Booklet. Please read worksheet one carefully, which clearly sets out the exclusions for the cost estimate.

- 8) 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.

Part C: Appendices to the Booklet

1 x digital copy only (individual files should not exceed 2 Mb in size)

An appendix to the narrative booklet should be provided, including the following:

- Completed Order of Cost Estimate (in A4 format) – see Appendix I for the Order of Cost Estimate template.
- Completed area schedule (in A4 format)
- A3 drawings of the following at the noted scales:
 - 1:1000 masterplan, including landscape design
 - 1:200 plans, sections and elevations of the concept design proposed

These drawings should include summary annotation of key dimensions and a schedule of the materials and finishes proposed.

Part D: Physical Model

The model should be at 1:250 scale. It should be freestanding and will not be dropped into a wider site model.

The model should illustrate your masterplan for the site and how the memorial and access down to the Learning Centre sit within their immediate context of Victoria Tower Gardens. As the Learning Centre is to be provided below surface level, the model should also be capable of splitting into two, providing sections through the Learning Centre.

Please note there will be no Perspex cover provided by UKHMF for the model. If you wish to provide a Perspex cover for the model, you may (but note the requirement for the model to be read both together and in section).

Please see Appendix H for the model parameters diagram.

Part E: Jury Presentation

1 x digital copy

Presentations should be compatible with a Windows laptop, and should not exceed 10 Mb in size.

Please prepare a 20-minute presentation (limited to 25 slides) demonstrating your approach to the project and resultant design concept. Your presentation should focus on your response and approach to the quality aspects of the submission, as set out on the presentation boards and narrative booklet.

This presentation will be used during the interview presentations. No new information should be presented during the interviews, which are for the purposes of clarifying your design and working approach.

The presentation will be pre-loaded onto a Windows laptop for the Jury Interviews.

Part F: Media Summary and Images

1 x digital copy only

Please provide a 150-word summary of your design concept proposal that can be used for press purposes. This should focus on the key aspects of your design concept and not your practice. Other images may also be extracted from the presentation boards for media purposes, if required.

This should be included in your bound report. This summary will be used for both media purposes and to introduce your design proposal in the public exhibition.

Please also include two landscape .jpeg images at 300dpi, 1600px wide by 1200px high that best exemplify your design proposal.

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

Part G: Fee Proposal

1 x digital copy only

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

Form of Tender: Please complete the provided Form of Tender template, as included on page 46.

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Evaluation Criteria

Tender submissions will be assessed by the Jury, with advice taken from the Supporting Panel. Details of these two groups are outlined below.

Supporting Panel

At this stage of the competition the Jury will be advised by the Supporting Panel. The Supporting Panel will be comprised of internal and external advisers to UKHMF and DCLG. The panel will conduct a technical and peer review of the stage two submissions, encapsulated in the Supporting Panel Report.

Note: the Supporting Panel Report not a public document. Its circulation is limited to members of the Jury only.

Jury

The Jury will assess the stage two submissions. The Jury will receive the competitors' submissions covering the requirements outlined on pages 33-39, as well as this Tender Brief and the Supporting Panel Report in their Jury Packs.

The Jury will assess the submissions based on the criteria set out under 'Assessment breakdown' below.

MRC will act as the competition secretariat.

Assessment breakdown

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 Jury interviews will be used to present the design concepts and to clarify aspects of the submission. There is no score assigned to performance at interview.

The competition is seeking holistic designs comprising two parts. The first part fulfils the minimum commitment of a National Memorial, requiring an outstanding design for a stand-alone memorial, including landscaping and above ground work. The second part is the below ground Learning Centre component, which will be taken forward subject to technical, financial, planning or other constraints. Both parts should be considered holistically together, as set out in the competition documents.

Competitors should note that if technical, financial, planning or other constraints prevent the taking forward of the Learning Centre then DCLG

and UKHMF will appoint the successful bidder to deliver the *Memorial* (part 1) only.

Competitors will be assessed on their response to both the *Memorial* (part 1) and their *Approach to Integration and Holistic Design* (incorporating both parts 1 and 2). Please see the Quality Breakdown assessment matrix below.

Fee submission (20%)

The cost submission will be assessed on the basis of the Form of Tender (see page 46 for details) and the Pricing Matrix (see Appendix J).

The fee will be assessed comparatively using the following formula:

Lowest price / price tendered x weighting.

As noted above the fee proposal is apportioned 20% of the overall weighting.

Quality submission (80%)

Design Proposal (including approach to context and place-making; architectural quality; and response to logistics and operations)

45% weighting

Construction Methodology and Feasibility (including sustainability and energy performance; construction methodology; materials and finishes; feasibility; and designing to budget)

20% weighting

Working Methodology and Design Team (including working methodology; roles, responsibilities and design team management; approach to statutory applications, statutory consultation and stakeholder engagement; cost control; and risk identification and mitigation)

15% weighting

Quality Breakdown

SUBMISSION	SCORE AVAILABLE *	WEIGHTING (%)	
Design Proposal			
Weighting for Boards 1-4&6, Narrative Booklet pages 1-20 and Physical Model submission			
		Memorial	Approach to Integration and Holistic Design
Understanding, approach and concept (Board 1)	10	3%	2%
Context, masterplan and place-making (Board 2)	10	3%	2%
Architectural and interpretative quality, both internally and externally (Board 3)	10	12%	8%
Operations and logistics (Board 4)	10	3%	2%
The Memorial: design and detail (Board 6)	10	10%	–
<i>SUB-TOTAL</i>	<i>50</i>	<i>45%</i>	
Construction Methodology and Feasibility			
Weighting for Board 5 and Narrative Booklet pages 21-40 (and Order of Cost Estimate Appendix)			
Construction and Materiality, including phasing, sustainability and environmental performance (Board 5 and Questions 1-3)	10	6%	4%
Designing to budget (Question 4 and Order of Cost Estimate Appendix)	10	6%	4%
<i>SUB-TOTAL</i>	<i>20</i>	<i>20%</i>	
Working Methodology and Design Team			
Weighting for Narrative Booklet pages 41-60			

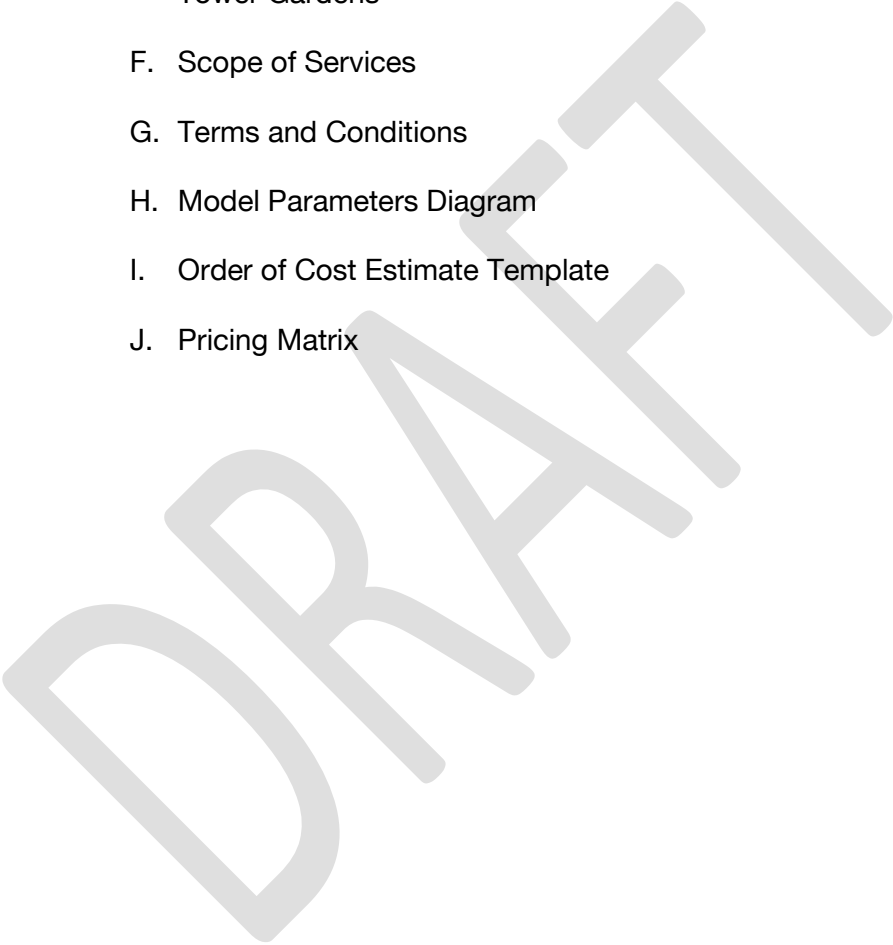
Design Team and project management (Question 5)	10	3%
Approach to statutory applications, consultation and engagement (Question 6)	10	6%
Cost control and cost management (Question 7)	10	3%
Risk identification and risk management (Question 8)	10	3%
<i>SUB-TOTAL</i>	<i>40</i>	<i>15%</i>
QUALITY TOTAL	110	80%

*Scored in accordance with the Scoring Approach on page 45.

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 a 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 and some aspects lack sufficient detail.
6	Satisfactory response that meets most requirements and is a good response in some areas	The question is answered well for the most part and in areas is particularly clear and justified.
7	A strong response that is very satisfactory in all areas and exceeds expectations in some areas	The question is answered very well for the most part and in areas is particularly clear and justified.
8	A very strong response	The question is answered very well throughout and in all areas is clear and justified.
9	Outstanding quality response	The question is answered in an outstanding way throughout, meets all requirements and in all areas is extremely clear and justified.
10	Exceptional response that exceeds the Authority's requirements	The answer demonstrates an exceptional responses that meets all requirements and exceeds the level of quality required in some key areas.

Appendices

- A. *Britain's Promise to Remember*, The Prime Minister's Holocaust Commission Report
 - B. Site Plan
 - C. Planning Brief
 - D. Site Investigation Report – Executive Summary
 - E. Historic Environment Assessment (Historic England) – Victoria Tower Gardens
 - F. Scope of Services
 - G. Terms and Conditions
 - H. Model Parameters Diagram
 - I. Order of Cost Estimate Template
 - J. Pricing Matrix
- 



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