

# Queen Elizabeth II National Memorial Masterplan Design Competition

SEARCH STATEMENT



UK Government

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## **Sensitivity**

The high profile nature of this competition, and the conversations within it, necessitate a high level of sensitivity. Throughout the process, please conduct yourself with this in mind.

We ask you not to contact stakeholders or interest groups, such as The Royal Parks, Historic England, and Westminster City Council (see pages 12–14 for full list). And, we urge you to ensure that your entire team, including subcontractors and any family members are advised on the need for circumspection. Please see *Competition Terms and Conditions* for further details.



# Foreword

*From Lord Janvrin, Chair of The Queen Elizabeth Memorial Committee.*

As the Chair of The Queen Elizabeth Memorial Committee and on behalf of all its members, I am delighted to launch the *Queen Elizabeth II National Memorial Masterplan Design Competition*.

Over her 70-year reign – the longest of any British monarch – the late Queen was an exemplary and constant presence in the United Kingdom, the Realms, and the Commonwealth.

The extraordinary contribution the late Queen made to our national life and the bonds she felt with all communities persist today in memories of her speeches and Christmas messages, of national events and her visits up and down the country. As many as a third of Britons either saw her in person or directly interacted with her during her life; her funeral drew an audience of more than 32 million television viewers. Her ability to relate to and the affinity she felt with people of all ages and from every walk of life perfectly balanced her formal constitutional and ceremonial roles.

Accordingly, the site the Committee has chosen for her memorial in St James's Park juxtaposes the informality of a busy London park with The Mall's ceremonial route. This is a setting personally resonant to her and her family that is also historically and constitutionally significant.

Envisaged as a celebration of Elizabeth II as well as a place for reflection, the memorial project needs to tell the story of a long reign and be beautiful, inclusive and sustainable.

The canvas for the design is a site that traverses the Grade I listed Park from Marlborough Gate on The Mall to the Blue Bridge and across to Birdcage Walk. In our brief are defining elements including a new bridge over the lake, opportunities for artistic interventions and enhancing existing landscaping.

A standalone monument including a figurative representation of the late Queen will be placed at the Marlborough Gate entrance. Post-competition, an artist/sculptor for the figurative element will be appointed by the winning Lead Designer in consultation and agreement with the Committee, ensuring a strong creative match and an integrated scheme.

Sensitive to the Park and heritage setting, the memorial landscape needs to communicate both through an informal route across the Park and a heightened formal presence on the ceremonial Mall.

## FOREWORD

The challenge and opportunity for competing design teams could hardly be more significant. The project will create a new national landmark.

The Committee and the Cabinet Office have consulted widely and in all four nations of the UK. We are open-minded about the creative response to the brief that we set out on the following pages. Nevertheless, our responsibility is keenly felt. What will today's public, the late Queen's own family, and indeed upcoming and future generations judge as success?

The late Queen was part of our national identity and helped to define our values, she gave us a sense of continuity through times of great change, she was integral to recognising achievement and she exemplified service and duty, strengthened by faith and leavened by pragmatism, optimism and humour. The masterplan design needs to seek inspiration from all this. The memorial must be – simply – a beautiful place, a place to visit with friends, a place to gather, to enjoy, and to reflect on an extraordinary life.

**The Committee warmly welcomes you to the competition.**



# Overview

The *Queen Elizabeth II National Memorial Masterplan Design Competition* is an open two-stage design competition comprising an Expression of Interest period followed by a closed design stage for a shortlist of five competitors.

This competition is being run under the Restricted Procedure in accordance with the Public Contracts Regulations 2015 (as amended) regulation 28, leading to the intended award of a services contract to the successful tenderer to deliver design services. This competition has been advertised in the UK Government's Contracts Finder and Find a Tender portals.

The regulations above will continue to apply to this procurement process after the new Procurement Act 2023 comes into force (anticipated to be February 2025).

The competition is being directed by the Queen Elizabeth Memorial Committee and the Cabinet Office, a ministerial department of the United Kingdom Government.

The Queen Elizabeth Memorial Committee is a joint Government and Royal Household Committee constituted as an advisory body of the Cabinet Office.

The Cabinet Office has appointed Malcolm Reading Consultants (MRC), an independent expert organiser of design competitions with over twenty years' experience, to lead and manage the competition on its behalf.

A provisional construction budget in the range of £23–46m excluding VAT has been identified for the project. The initiative is intended to make an immediate start post-competition with the planning consent process begun in summer 2025 and construction scheduled to start in 2027.

The Queen Elizabeth Memorial Committee together with the Cabinet Office seek an exceptionally dedicated and inspired multidisciplinary creative team for this nationally important project. The team needs to connect with, and thoroughly understand, the vision expressed in Lord Janvrin's Foreword and be capable of realising it successfully in line with the Project Objectives.

At this first stage, teams are invited to submit an Expression of Interest and completed Selection Questionnaire, full details of which may be found on pages 34–36. No design work is required at stage one.

## OVERVIEW

Five teams will be shortlisted to participate in stage two. The competition honorarium paid to each shortlisted design team will be £50,000.

The deadline for stage one submissions is 14:00 GMT Monday 20 January 2025.












# Project Objectives








Create a masterplan for a landmark memorial of outstanding aesthetic quality that celebrates and honours Queen Elizabeth II



**Strategic objectives:**

-  Create an original masterplan design that evokes Queen Elizabeth II's unique qualities, values, and life of service to tell the story of her long reign through integrated design, landscaping and placemaking
-  Propose an ambitious design on a scale that is appropriate to the late Queen's standing as a Queen Regnant, Britain and the Realms' longest reigning sovereign and a respected global figure
-  Create an emotionally powerful place with celebratory aspects that inspire a sense of national pride, community, and belonging as well as serene spaces that encourage individual reflection and engaging planted gardens that function all year
-  Design a memorial masterplan that is sensitive to the setting of exceptional international, constitutional and historic significance, including major Royal memorials nearby
-  Show understanding of, and sensitivity to, architect John Nash's landscape design
-  Affirm sustainable values – from design through to operations and use
-  Integrate interpretative immersive and interactive elements to engage current and upcoming generations
-  Demonstrate realism about the project budget using resources to achieve good use of public money

## Practical objectives:

-  Consider the daily rhythm of St James's Park and its uses ensuring that the masterplan design works with the Grade I listed Park's broader remit – especially how the memorial site blends with the wider Park
-  Create a design that is accessible and communicates to all visitors – regardless of age, faith, background, nationality, language or knowledge; the experience of visiting and engaging should be an equal one, regardless of ability
-  Declutter the site – address or remove existing structures, where permitted, and consider their positioning, access and entrance points that diminish the quality of the overall visitor and visual experience
-  Take account of public safety and accessibility, ensuring the appropriate technical, environmental and safety standards are met; assess projected visitor numbers
-  Anticipate tactile responses as visitors may want to touch elements of the memorial landscape
-  Show awareness of, and sensitivity to, the Park's biodiversity and ecosystem
-  Minimise the likelihood of vandalism; ensure ongoing maintainability without the need for difficult or onerous access arrangements

# Client

## Queen Elizabeth Memorial Committee

The Queen Elizabeth Memorial Committee (the Committee) has been established by the UK Government and Royal Household to develop, consult and advise on a national memorial to Queen Elizabeth II, to mark her extraordinary 70-year reign and life of public service. The Committee will consider options for both a permanent memorial and national legacy programme.

The Committee is expected to report recommendations on the project to the Prime Minister and His Majesty The King in 2026.

The Committee's members are:

- The Rt. Hon. Lord Janvrin GCB GCVO (Chair)
- The Rt. Hon. Baroness Valerie Amos LG CH
- Dame Amelia Fawcett DBE CVO
- Joe Garner
- Alex Holmes, Queen's Young Leader
- Dr Anna Keay OBE
- Sandy Nairne CBE FSA
- Sir William Shawcross CVO

[gov.uk/government/organisations/the-queen-elizabeth-memorial-committee](https://www.gov.uk/government/organisations/the-queen-elizabeth-memorial-committee)

## Cabinet Office

The Cabinet Office is a ministerial department of the Government of the United Kingdom.

The Cabinet Office is procuring the masterplan design in conjunction with the Committee. The project is being managed by the Constitution, Honours, Information & Major Events Directorate (CHIME), overseen by the Chancellor of the Duchy of Lancaster, The Rt. Hon. Pat McFadden MP.



# Stakeholders

The successful design team will also need to work with the following key, statutory, and other stakeholders during the preparation of final designs and ultimately construction works for the memorial masterplan:

## **The Royal Household**

The Committee and the Cabinet Office are working closely with the Royal Household to develop memorial plans for Queen Elizabeth II. As per the [Committee's Terms of Reference](#), all memorial plans will be submitted to His Majesty The King before final announcement in 2026.

## **The Royal Parks**

St James's Park and The Mall are managed by The Royal Parks charity. The charity has a contract for provision of services with the Department for Culture, Media and Sport (DCMS). The Secretary of State for DCMS is responsible for the final approval of planning permission applications in the Royal Parks. The Royal Parks charity is responsible for managing and conserving eight historic parks across London, including Hyde Park, The Green Park and The Regent's Park.

## **Westminster City Council**

Westminster City Council is the local authority for the site area, including the granting of planning consents.



## **Historic England**

Historic England is the public body responsible for England's historic environment. St James's Park, Grade I listed on Historic England's Register of Parks and Gardens, is recognised for its exceptional historic and national significance (see Heritage Considerations). Additionally, Marlborough Gate; eight lampstandards on the path to the lake; and the Boy Statue are all Grade II listed. Necessarily, the design team will need to work closely with Historic England.

## **Greater London Authority (GLA)**

The memorial masterplan site sits within Greater London which is governed by The Mayor of London and overseen by the Greater London Authority. Their support is required for the planning process (see Heritage Considerations), notably with input from the Mayor's Office for Policing and Crime (MOPAC).

## **The wider public**

The Committee is developing plans for public engagement on the shortlist for the memorial masterplan site. The winning design team will be expected to work within the Committee's public engagement strategy, which will include engagement with representatives of the public from different backgrounds and places across the UK, using the group to test ideas and seek input.

In addition, the Committee and its Secretariat will continue to engage with stakeholders such as the Governments of Scotland, Wales and Northern Ireland, the Realms and the Commonwealth as part of the Committee's engagement plan.



# Site & Context

## St James's Park

St James's Park is the oldest Royal Park, located in the heart of Westminster, with a world-famous view of Buckingham Palace to its west from the bridge over the Park's lake, and with the Government buildings of Whitehall and Horse Guards Parade to the east. Circa 23 hectares (57 acres) in size, it is at the centre of the historic ceremonial route – technically, The Mall comes within its boundary. Each year the Park welcomes millions of visitors.

The Grade I listed Park originated as a hunting park attached to St James's Palace during the Tudor period. It has been remodelled at various times over the centuries: Charles II dramatically redesigned the Park, with French landscaper André Mollet planting avenues of trees, laying lawns and introducing its resident pelicans. The most significant intervention, however, was by architect John Nash in the 19th century. He redesigned it in the new naturalistic style with the earlier canal evolving into a serpentine-like lake, winding paths replacing formal avenues and shrubberies taking over from traditional flower beds.

The Park is close to the Headquarters of the Commonwealth Secretariat (at Marlborough House) and surrounded by former Royal Residences and associated buildings that tell the story of the monarchy. These include:

- the Palace of Westminster (also known as the Houses of Parliament) the medieval Royal palace and now the seat of the legislature;
- Westminster Abbey, founded by St Edward the Confessor, the site of Royal Coronations;
- Whitehall, the seat of Government, itself the site of a Royal palace until the 17th century;
- Horse Guards, the location for the annual Sovereign's Birthday Parade;
- St James's Palace, the seat of monarchy for several centuries;
- Buckingham Palace, the seat of the monarchy and the official residence of the monarch.

In a dense urban setting, St James's Park is one of London's 'green lungs', serving as a much-loved space for the public. Its open landscape, lake and gardens create a mosaic of wildlife habitats, making it essential for the capital's biodiversity.



Green Park

Admiralty Arch

- Project Boundary
- - - Area of Project Influence

For illustrative purposes only. Please see page 20 for further description.

Pall Mall

KING GEORGE VI &  
QUEEN ELIZABETH,  
THE QUEEN MOTHER MEMORIAL

Marlborough House

The Mall

Horse Guards Parade

Whitehall

The Green Park

St James's Palace

MARLBOROUGH GATE

St James's Park

CANADA MEMORIAL

The Mall

Duck Island

Downing Street

Foreign,  
Commonwealth  
& Development  
Office

THE CENOTAPH

St James's Park Lake

Constitution Hill

Horse Guards Road

HM Treasury

Westminster

Buckingham Palace

QUEEN VICTORIA MEMORIAL

West Island

Spur Road

Birdcage Walk

Queen Anne's Gate

Parliament Square



300ft

0 100m

Ministry of Justice

St James's Park

Westminster Abbey

Buckingham Gate

*Key features adjacent to, or within, the site include:*

### THE MALL

A grand avenue or processional route, The Mall's current appearance was remodelled as part of the memorial to Queen Victoria laid out in the years following her reign under the direction of Aston Webb. It connects the Queen Victoria Memorial at one end to Admiralty Arch (and Trafalgar Square) at the other. It has seen innumerable historic Royal processions including Coronations, State Openings of Parliament, State Visits, Weddings and Funerals.

### MARLBOROUGH GATE

Marlborough Gate, which is Grade II listed, sits at the start of a path that runs north-south from The Mall through St James's Park over the Blue Bridge to Birdcage Walk. The gate was built between 1901 and 1911 by Aston Webb as part of his Queen Victoria Memorial-Mall development, and was last restored in 1995-96. The view from Marlborough Gate looks north over to Marlborough Road, which is lined by Marlborough House, Headquarters of the Commonwealth Secretariat, and St James's Palace – including Friary Court, where the new monarch's accession is proclaimed. On the walls of the Marlborough House garden are memorials to the late Queen's grandmother, Queen Mary, and great grandmother, Queen Alexandra.



The Committee believes that if required, Marlborough Gate may be moved into the park a few metres to accommodate the standalone figurative memorial on, or adjacent to, The Mall (see Competition Brief).

*Functional/incidental features include:*

### THE BLUE BRIDGE

The low-arched concrete bridge (known as the Blue Bridge) is the third to span the lake. The first was designed by John Nash and built in 1814 to commemorate the signing of the Treaty of Paris and the centenary of the House of Hanover. Constructed in wood in a fanciful ‘chinoiserie’ style, it included a 24-metre pagoda in its centre that caught fire during celebrations; the remainder of the bridge lasted until 1825. An iron suspension bridge was then constructed in 1857 and replaced in 1957 with the current design by Eric Bedford, chief architect at the Ministry of Public Building and Works. Bedford was also responsible for the BT Tower and the Coronation Arches that lined The Mall for the late Queen’s Coronation in 1953.

The current bridge is hugely popular with visitors, who choose it as a place for photographs; it offers spectacular views across St James’s Park lake to Buckingham Palace to the west and Horse Guards Parade, Big Ben and the London Eye towards the east.

However, the Blue Bridge is not capable of supporting the park’s current visitor numbers, nor the expected increase in visitors with the completion of the memorial.

### TIFFANY FOUNTAIN

At the centre of St James’s Park lake is the Tiffany Fountain. The fountain sends a six-metre plume of water straight into the air, enhancing the special views across the Park to Buckingham Palace, Whitehall and Horse Guards Parade. On special occasions, the jet is illuminated at night.

The Tiffany Fountain was restored to the lake in 2011 as part of a programme of restoration of ornamental and drinking fountains across the Royal Parks, in partnership with the Tiffany & Co. Foundation. It recreates an earlier fountain which was installed at Pelican Rock in 1966.

### BOY STATUE

The Boy Statue can be found opposite the entrance to the Park by Queen Anne’s Gate on Birdcage Walk. Designed by Charles Henry Mabey and carved by Robert Jackson in 1863, the Grade II listed sculpture is a marble figure of a boy, set on a plinth. Originally a drinking fountain, the water came from the mouths of four fish which collected in shell-shaped basins.



## Designated Site

The site for the Queen Elizabeth II National Memorial Masterplan sits in an area of London that has long been central to national identity, hosting events that have shaped public memory and collective experience. These include Trooping the Colour, Royal Jubilees, and latterly the State Funeral of Queen Elizabeth II and the Coronation of King Charles III and Queen Camilla, as well as countless military parades and official visits from overseas Heads of State.

The project site itself (see map on page 16) is orientated along a pathway from Marlborough Gate across the bridge to Birdcage Walk. This elegantly connects the informal ambience of the Park's landscapes with the ceremonial formality of The Mall.

The pedestrian bridge crossing, an essential thoroughfare within the Park, affords iconic views. To its south-west lies a natural bowled area, envisioned as part of the memorial masterplan site, offering an inviting open space for collective gathering and private reflection. The path from Marlborough Gate through to Birdcage Walk introduces a measured procession, guiding visitors on a contemplative journey through a landscape rich in history and character.

## Opportunities

The project site presents myriad opportunities to create a landmark that has areas for celebration and also quiet reflection. The layout invites a delicate interplay of landscape and artistry, allowing designers to harness the inherent beauty of St James's Park while contributing a new layer to its storied history.

The site offers possibilities to celebrate and protect its unique landscape and ecology. This route guides visitors through varying landscapes, from open lawns to shaded areas, each offering a distinct and immersive sensory experience within the Park.

- **Project Boundary:** area for the memorial masterplan's suggested design elements
- **Area of Project Influence:** area for light-touch interventions to integrate the masterplan into the wider Park

## Heritage Considerations

St James's Park, Grade I listed on Historic England's Register of Parks and Gardens, is recognised for its exceptional historic and national significance. This status reflects the Park's rich legacy, encompassing its association with Britain's monarchy, its role in ceremonial events, and its standing as a vital public space. One of its most significant features is how closely the layout of the Park still follows the 1829 design of the architect John Nash. His work was characterised by a deliberate informality that has survived to mediate the formality and grandeur of 17th and 20th century interventions.

St James's Park, The Green Park and Hyde Park form one of Westminster's 56 conservation areas. The Park is surrounded by other conservation areas and is subject to rigorous protections. The conservation area status protects all trees within the Park as if they hold a Tree Preservation Order. The Park is Crown land managed by The Royal Parks. It is designated as Metropolitan Open Land, meaning that the Mayor of London must be consulted about any proposed work. The site is also designated as a Site of Importance for Nature Conservation.

The Park houses listed buildings and structures including many memorials, each contributing to a cohesive narrative that reflects British history and heritage. Respecting these protections ensures the Park remains a revered space of public and national importance.

St James's Park benefits from strategic view protections as outlined in the London View Management Framework (LVMF) 2012.<sup>1</sup> Key vantage points, such as the Blue Bridge, offer views to Buckingham Palace, Horse Guards Parade and the London Eye. The Park's open sightlines and carefully managed landscape contribute to its unique sensory experience and heritage value. Preserving these views, along with the Park's broader visual integrity, is paramount, with careful consideration given to tree placement and planting proposals to ensure unobstructed vistas both within the Park and extending beyond its boundaries.

The key stakeholders, in terms of granting permission for the proposed memorial, are Royal Parks, Westminster City Council, Historic England and the Mayor of London. All have been consulted and are supportive of the project. There is a broad range of secondary stakeholders, including but not limited to the Westminster Society, London Gardens Trust, and The Thorney Island Society. Early consultation with all the stakeholders will be a necessity. However, to avoid these entities receiving multiple requests for comment, one of the competition requirements is that there will be no contact between the individual design teams and any of the stakeholders until after a winner of the competition has been announced.

<sup>1</sup>See: [london.gov.uk/programmes-strategies/planning/implementing-london-plan/london-plan-guidance-and-spgs/london-view-management](https://www.london.gov.uk/programmes-strategies/planning/implementing-london-plan/london-plan-guidance-and-spgs/london-view-management)

# Competition Brief

## Background

As set out in the Project Objectives and the Foreword, the project vision is multi-layered and faceted.

The Competition Brief envisages a memorial masterplan of outstanding aesthetic quality that celebrates and honours Queen Elizabeth II.

The design should be on a scale that is appropriate to the late Queen's standing as a Queen Regnant, Britain's longest reigning sovereign and a respected global figure. Through integrated design, landscaping and placemaking, the memorial masterplan should create an emotionally powerful place. This needs to inspire national and international visitors with celebratory aspects as well as offer gardens for individual reflection and all-year planting that engages the senses.

The Queen Elizabeth Memorial Committee has consulted widely with the public, stakeholders and experts in the four nations of the United Kingdom and identified elements that shortlisted design teams might include or address in their proposed schemes at the competition's second stage. These elements have also been synthesised within the project budget.

Post-competition, a process will be run to choose the artist/sculptor for the standalone figurative representation of the late Queen, expected to be positioned near Marlborough Gate on The Mall. Competitors at stage two will be asked to earmark the site for this within their masterplan. The winning masterplan Lead Designer will appoint the artist/sculptor in consultation and agreement with the Committee, ensuring a strong creative match and an integrated scheme.



## DESIGN ELEMENTS TO CONSIDER AS PART OF THE COMPETITION'S MASTERPLAN

- an area for a standalone figurative memorial to the late Queen recognising the national tradition of memorialising monarchs through figurative statues and sculpture, and with ceremonial significance
- a formal entrance from The Mall at Marlborough Gate with a designated space for the figurative representation
- a new bridge (replacing the Blue Bridge) over the lake with increased capacity and width that may itself be an artwork and takes advantage of the same views from the existing bridge
- the north-south path and adjacent areas, including to the south of the Bridge, to provide space to gather and reflect
- activating the site with artistic interventions that convey the themes identified below
- interpretative immersive and interactive elements – not only for physical visitors but also accessible by audiences who want to pay tribute but are not able to visit in person
- an element that honours Prince Philip, Duke of Edinburgh, paying tribute to his life and work as the nation's longest serving consort, in support of Queen Elizabeth II
- an improved entrance on Birdcage Walk
- subtle wayfinding and lighting

## THEMES

- reflect the values of Queen Elizabeth II – public service, unity and community, and her personal faith
- recognise the importance of the unique relationship between the late Queen and each of the four nations of the UK through materials and/or aesthetic representation
- acknowledge her international importance as Head of State of fifteen Realms and as Head of the Commonwealth
- communicate the historical and cultural importance of her 70-year reign from 1952–2022



## Design Challenge

The design challenge for shortlisted teams will be to analyse the site comprehensively, make strategic decisions, and identify the best mix of design interventions that will most successfully achieve the project's ambitions within the budget range. We welcome innovative solutions that support these themes.

The proposed scheme should have details that reward on repeated visiting and viewing as much as when first encountered, should be sensitive to the Park and heritage landscape, and have a long design life. The memorial project needs to read on different levels: at ground level and from the air. It should respect the distinction between the formal ceremonial status of The Mall and the comparatively informal nature of this section of St James's Park, maintaining their respective characters while integrating the two.

Competitors should be aware of the constitutional, historic and cultural sensitivity of the Grade I listed site, and especially key, protected and informal views (see Heritage Considerations).

A thoughtful and cutting-edge sustainability strategy from design through to operations and use is crucial – as is a thorough understanding of local climate including extreme weather events. Where permitted, some existing structures may need to be relocated or removed to improve the visitor and overall visual experience.

Careful thought should be given to integrating interactive and digital elements.

To meet the brief's requirements, it is anticipated that the Blue Bridge will be replaced. A sustainable disposal of the bridge should be considered; some elements may be reused if appropriate.

The memorial landscape should create a unique space while remaining complementary with the wider landscape of St James's Park, combining design, landscaping and placemaking to enhance the Park for visitors, those using it as a thoroughfare, local residents and other existing users. Designers should show awareness of, and sensitivity to, the Park's biodiversity and ecosystem, specifically any important natural habitats.

The scheme should be inclusive and engaging, with high quality garden design and planting. Teams are encouraged to realise the opportunity to create an inspirational landscape. This should be conceived to lift mood and improve wellbeing, refreshing and energising visitors. Any design must be welcoming to all communities and accessible to all, complying with current legislation, notably the Equality Act 2010.

This brief has been carefully drafted to give you clear design direction, however, you may add your analysis in your response.

# Project Details

## Budget

The provisional construction budget (not to be exceeded) for the elements of the project suggested in the Competition Brief is in the range of £23–46m excluding VAT. Please note that this is not intended as the total project budget, including all potential costs of the memorial and legacy programme.

## Anticipated Scope of Services

The primary aim of this design competition is to identify and appoint a Creative Lead (Lead Designer) and the supporting design team for the project.

The design team should be assembled under a Lead Consultant to be the eventual contractual lead for the project. This may be the Lead Designer, or a collaborator with the Lead Designer. Both are equally acceptable, subject to meeting the other requirements set out here.

**Note:** The winning Lead Designer/Lead Consultant will appoint an artist/sculptor for this specific sculptural component. For further details, see page 31.

The competition-winning Lead Consultant is expected to provide full design services through to completion, in line with the identified scope of services for each discipline declared during the competition stage. The winning team will be required to include an architect registered in the United Kingdom as part of the design team for the project (this may be the Lead Consultant).

The winning team will also work within the Committee's public engagement strategy, which will include engagement with representatives of the public from different backgrounds and places across the UK, using the group to test ideas and seek input.

Following planning approval, the procurement of construction services will transition to a designated government department, yet to be confirmed, which will oversee the project's completion.

The competition and subsequent design development are confirmed up to the planning stage and permissions that are encompassed within the initial procurement process for the competition.

The Contractual Lead will be appointed using the form of contract specified in Appendix H to the Competition Conditions. However, the contract will also contain provision for additional services as required through to the completion of the works.

# Competition Details

## Client

The client for the competition and the post-competition project is the Cabinet Office and the Queen Elizabeth Memorial Committee, an advisory group.

## Competition Management

Malcolm Reading Consultants (MRC), an independent expert organiser of design competitions and procurement processes with over twenty years' experience, will lead and manage this two-stage competition process as an agent of the Cabinet Office.

## Stage One

The first stage of the competition asks you to submit your practice profile, proposed team composition, relevant experience, and a Selection Questionnaire. No design submission is required at stage one.

All submissions will be evaluated by the Selection Panel. All competitors (successful and unsuccessful) will be notified of the outcome of the first stage.

Competitors that pass the Selection Questionnaire will receive a score against their submission according to the Evaluation Criteria.

## Stage Two

A shortlist of the five highest-scoring teams in stage one will be selected to compete at stage two. These finalists will receive technical briefing material and will be invited to attend a site visit and briefing workshop.

The stage two submission requirements are anticipated to include presentation boards, a design portfolio, commercial proposal and technical design booklet (including an area schedule and scaled drawings). The Cabinet Office and the Committee will hold a clarification meeting with each competitor before evaluating the competitors' stage two submissions and determining the winner using the Award Criteria set out in the *Competition Conditions*.

## Competition Honorarium

The Cabinet Office will pay a contribution to expenses of £50,000 to each shortlisted design team, to be put towards the costs of preparing their tender submission.

Competitors who are disqualified from the competition, or who withdraw prior to its conclusion, may not be eligible for full payment of the competition honorarium. Further details on invoicing will be provided at stage two.

## Questions

All enquiries relating to the competition should be sent by email to [gememorial@malcolmreading.com](mailto:gememorial@malcolmreading.com).

There will be one Q&A log available to competitors during stage one:

### Q&A Log

Questions to be submitted by 14:00 GMT Tuesday 7 January 2025.

Log published Thursday 9 January 2025.

All Q&A will be anonymised and published, unless questions are deemed commercial in confidence. Please note that telephone enquiries will not be accepted.

During the competition period, no contact should be made with the Cabinet Office, or members of the Selection Panel, in respect of this competition. Failure to comply with this restriction may result in exclusion from the competition. See *Competition Terms and Conditions* for detail.

## Eligibility

The competition is open to all who meet the minimum entry criteria. Please refer to the Selection Questionnaire for the minimum entry criteria, mandatory and discretionary grounds for exclusion.

The Selection Panel and employees (including staff, volunteers and trustees) of the Cabinet Office and the Committee, as well as selected representatives or officers of the relevant consent authorities, are ineligible to enter the competition.

Associates and direct family members of the above mentioned organisations are also ineligible to enter the competition.

## Anticipated Timeline

Event	Date
Stage One Launch	Thursday 12 December 2024
Stage One Deadline	14:00 GMT Monday 20 January 2025
Stage Two Launch	Wednesday 12 February 2025
Stage Two Deadline	Monday 24 April 2025

Please see the *Competition Conditions* for more details on stage two.

# Team Composition

The competition requires integrated multidisciplinary design teams comprising (as a minimum):

- Creative Lead (Lead Designer)
- Contractual Lead (registered in the UK)
- Architect\*
- Artist\*
- Landscape Architect
- Planning Consultant
- Heritage Consultant
- Structural and M/E/P Engineer
- Digital Designer (may be integrated above)
- Project Manager
- Cost Consultant

*\*Potential creative lead*

In addition to the core team noted above, a Principal Designer for Construction and Design Management (CDM) Regulations 2015 will need to be appointed for the project.

Please note, the team will form itself under a Contractual Lead (anticipated to be an architect) who will be the legal entity that will contract with the Cabinet Office.

In addition, competitors may include other disciplines central to the design approach, including:

- Lighting Design
- Interpretation and Curation
- Horticulture and Ecology
- Accessibility
- Wayfinding
- Sustainability
- Logistics
- Security

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

The winning team will be required to include an architect registered in the United Kingdom as part of the design team for the project.





### **Artist/sculptor for memorial's figurative element**

The team that is ultimately successful and appointed following the competition will be required to lead an interview and appointment process for the artist/sculptor of the figurative element (anticipated to be on or adjacent to The Mall by Marlborough Gate).

The artist/sculptor will be appointed as a sub-consultant to the Lead Consultant and will join the team, enabling their work to be fully absorbed into the overall memorial masterplan.

A provisional sum will be identified to cover the sub-consultant's fee and costs; the Lead Consultant should include any other coordination costs.



### **Other Sub-Consultants**

Sub-consultant companies may participate in more than one design team at stage one if they wish to do so (subject to the *Competition Terms and Conditions*). However, should a sub-consultant company be shortlisted on more than one team, that company will be required to name different senior individuals for each team and will be expected to comply with the requirements for non-collusion, which may include the requirement to sign confidentiality agreements, implement ethical walls and to supply a management policy for potential conflicts of interest.

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

### **Finalisation of the Design Team**

Once a winning design team has been appointed for the project, the client reserves the right to determine the final composition of the team, and this may include the appointment of sub-consultants that are not suggested within the bid. In addition, the client is not obligated to contract with all sub-consultants suggested by the winning design team. For the avoidance of doubt, this is to ensure the correct mix of skills and expertise and will not be imposed unreasonably.



# Stage One Requirements & Evaluation

## Stage One Requirements

At the first stage, competitors are requested to submit an Expression of Interest of no more than 12 pages (excluding covers and divider pages) in landscape format to be read at A4 paper size. The Selection Questionnaire (Question 4) provided in Appendix A, and Media Statement and Images (Question 5) should be provided as appendices, and do not form part of the page limit.

Please use your Expression of Interest to demonstrate that you understand and can articulate an approach that meets their ambitions. Use your past experience to demonstrate this and suggest a team equal to the complexity of the project challenges.

The stage one submission comprises five parts:

1. **Practice Profile**
2. **Team Composition: Details of Proposed Team**
3. **Relevant Experience**
4. **Selection Questionnaire (Pass/Fail)**
5. **Media Statement and Images (Not Assessed)**

Stage one submissions will be received via the online entry form – please see: [competitions.malcolmreading.com/queenelizabethmemorial](https://competitions.malcolmreading.com/queenelizabethmemorial)

Further detail on each submittal is provided below:

### QUESTION 1 PRACTICE PROFILE (1 PAGE)

Provide a summary of the details for the Creative Lead expressing an interest in the project. Highlight your design philosophy, skills and competencies, as well as any design awards and peer recognition. Please provide a short CV of the key Creative Lead (individual(s)) in response to this question.

Practice Profiles that demonstrate competence and experience matching the project's requirements will score highest as per the Scoring Approach.

### QUESTION 2 TEAM COMPOSITION: DETAILS OF PROPOSED TEAM (5 PAGES)

If the Creative Lead is in collaboration with a Contractual Lead, please identify both here.

Please demonstrate the relevant skills and expertise within your integrated, multidisciplinary design team for undertaking this project based on the requirements as set out in this document. Please identify the key individuals from each core discipline, and a proposed project organogram. As a minimum this should include all core team members (please refer to Team Composition on page 29).

## QUESTION 3

## RELEVANT EXPERIENCE (6 PAGES)

Please provide details of three relevant previous projects as relevant examples.

These should be projects within a significant cultural, heritage and/or landscape context, that make an important contribution to the cultural and social life of that location.

At least two of your example projects must be from the firm proposed as the Creative Lead (Lead Designer).

Your response should highlight design quality and its particular relevance to the memorial masterplan project including covering the following points:

- A. How the designs made a positive contribution to their location, focusing on holistic and sensitive placemaking, and how you reconciled and integrated the needs and requirements of the client with the complexity of the projects' site conditions and constraints.
- B. How you approached the planning and approvals process, including engagement with the client and their advisers, statutory stakeholders and wider 'communities of interest'.

- C. How you worked as an integrated and multidisciplinary team (including with executive teams, if relevant) to ensure that the projects kept to budget, balancing cost, quality and program.

This project is challenging, and the client is particularly interested in responses which highlight experience of similarly complex projects, including your approach to integrated design, construction management and delivery.

**Please note:** the client appreciates the impact of the COVID-19 pandemic on major architecture and public design projects, and so will consider projects from the past seven years to qualify as relevant experience.

Please limit your response to Question 3 to no more than six pages.

## STAGE ONE REQUIREMENTS & EVALUATION

### QUESTION 4

#### SELECTION QUESTIONNAIRE (PASS/FAIL)

Please complete the Selection Questionnaire (Appendix A) and include this (with any attachments) as an appendix to your submission.

### QUESTION 5

#### MEDIA STATEMENT AND IMAGES

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

Please provide a 150-word snapshot of the design team. This statement should include the lead consultant's website (if applicable).

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

Include two .jpeg photographs of the Lead Designers (individuals) from your proposed team. Please include all necessary copyright and caption information in the space provided.

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

This question is not assessed or marked.



## Evaluation Criteria

Expressions of Interest will be scored in accordance with the criteria set out below.

Criteria		Total Score Available	Weighting (of total submission)
Practice Profile		10*	15%
Team Composition		10*	35%
Relevant Experience	A.	10*	20%
	B.	10*	10%
	C.	10*	20%
Selection Questionnaire		Pass/Fail	Pass/Fail
Media Statement and Images		Not Assessed	N/A

\*Scored in accordance with the Scoring Approach.

## Scoring Approach

Score	Classification of response	Reason for classification
1	Unacceptable in whole or part	No answer has been provided or the response fails to answer the question provided; all elements of the response are not justified or unsupported by evidence where required; fails to demonstrate any understanding of the question or the context.
2	Poor and significantly below requirements	Very significant gaps or lack of justification/evidence in response where required; responses given are very generic and not relevant in whole or part; fails to demonstrate considerable understanding of the question or context.
3	Poor and below requirements	A lack of content or explanation in one or more aspects of the question; significant gaps or lack of justification/evidence in response where required; responses given are generic and not relevant in whole or part; a degree of failure to demonstrate understanding of the question or context.
4	Satisfactory response but does not meet all requirements	The question is answered satisfactorily overall but some key aspects lack sufficient detail or explanation.

STAGE ONE REQUIREMENTS & EVALUATION

Score	Classification of response	Reason for classification
5	Satisfactory response that meets most requirements	The question is answered satisfactorily for the most part but some aspects lack sufficient detail.
6	Satisfactory response that meets most requirements and is a good response in some areas	The question is answered well for the most part but in areas is particularly clear and justified.
7	A strong response that is very satisfactory in all areas and exceeds expectations in some areas	The question is answered very well for the most part and in areas is particularly clear and justified.
8	A very strong response	The question is answered very well throughout and in all areas is clear and justified.

Score	Classification of response	Reason for classification
9	Outstanding quality response	The question is answered in an outstanding way throughout, meets all requirements and in all areas is extremely clear and justified.
10	Exceptional response that exceeds the requirements	The answer demonstrates an exceptional response that meets all requirements and exceeds the level of quality required in some key areas.





NO CYCLING  
You could be prosecuted and fined if seen over 1400.

# Note on Competition Terms & Conditions

By submitting an entry to stage one of the *Queen Elizabeth II National Memorial Masterplan Design Competition*, competitors confirm that they accept and will comply with the conditions noted in *Appendix B – Competition Terms and Conditions*.

All interpretations and decisions relating to these terms and conditions will rest with the Cabinet Office and MRC. All decisions will be deemed final.

## Appendices

### A. Selection Questionnaire

*For competitors to complete and return as part of the stage one submission*

### B. Competition Terms and Conditions





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