

## Queen Elizabeth II National Memorial Masterplan Design Competition

Competition Question and Answer Log  
Stage One

Date of issue: 10/01/25

Question number	Enquiry	Response	Date
1	I recently came across the Masterplan Design Competition and wondered if there has been any consideration given to including a plaque written by a poet?	This is to the discretion of the competitor.	07-Jan-25
2	Do the three relevant previous projects need to be completed? If not, what status do they need to be at to be eligible?	The examples of previous projects should be of completed projects (design and built). Examples of incomplete projects will be taken into consideration however given the detail requested in questions 3.a., 3.b. and 3.c, these are unlikely to attain as high a score as completed projects.	07-Jan-25
3	What is the required minimum turnover of the lead consultant?	<p>We will be measuring the Lead Consultant's (contractual lead) Turnover Ratio using the following calculation:</p> <p>Turnover Ratio = Bidder Annual Revenue / Expected Annual Contract Value</p> <p>The results are categorised into Red (below 1.5), Amber (1.5-2), and Green (above 2).</p> <p>Lead Consultants with a Turnover Ratio categorised as Red or Amber will not be automatically disqualified and will still be able to submit their bid and FVRA form. However, they will need to provide the Cabinet Office with additional assurances that they have the financial capacity to perform this contract.</p> <p>Further information can be found at:</p> <p><a href="https://www.gov.uk/government/publications/the-sourcing-and-consultancy-playbooks/assessing-and-monitoring-the-economic-and-financial-standing-of-suppliers-guidance-note-html#metric-1---turnover-ratio">https://www.gov.uk/government/publications/the-sourcing-and-consultancy-playbooks/assessing-and-monitoring-the-economic-and-financial-standing-of-suppliers-guidance-note-html#metric-1---turnover-ratio</a></p>	07-Jan-25

4	<p>I read through the guidelines and statements last week and approached an architect I have reached-out to in the past with a mould-breaking idea. I also scoped-out the site yesterday to determine if there is was a realistic chance of me establishing an alternative team for inclusion in the competition? I admit it will be tough within the timescales. However, as it appears you will be employing your own consultants to oversee the project, I was wondering if I could obtain initial feedback from you on the composition and calibre of team in this fast-track scenario to take my expression of interest forward. [...] In the interim period please will you let me know if a public company entity could be considered for inclusion in this project? I'm not sure what the late Queen would think about a public company procuring her memorial, but obviously since her life in the public realm has been a mutually beneficial relationship, I feel it could be a 'Momentous' occasion for public engagement in the professional, practical and economic senses as well as potentially being better for the public purse and, from a public relations viewpoint, appeasing a larger proportion of society in these harsh times. Do let me know if a public company application is feasible in the first instance?</p>	<p>Initial feedback on the team composition will not be provided. The competition is open to all who meet the minimum entry criteria. Please refer to the <i>Search Statement</i> , page 28, and the Selection Questionnaire for more details.</p>	07-Jan-25
5	<p>I am a sculptor and wanted to enter the competition and create a sculpture of our late queen.</p> <p>But having read the entry forms it seems that a team of people are required for the whole project, including the artwork, Sculpture, is that the case.</p> <p>Can I still participate and mock up a design for a Sculpture as an artist or is that not possible.</p>	<p>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.</p> <p>For the avoidance of doubt, this will be a separate process to the <i>Queen Elizabeth II National Memorial Masterplan Design Competition</i>.</p>	07-Jan-25
6	<p>I was wondering if you were able to clarify the role of Digital Designer – is this for the provision of digital content directly related to the memorial design (such as 3D models of the proposal and CGI visuals), or for wider digital content such as websites/digital interactive content/AV/Applications?</p>	<p>This is anticipated to be the latter. The exact digital content will be to the discretion of the competitor.</p>	07-Jan-25
7	<p>Could you clarify whether sub-consultants are permitted to join multiple teams for the Queen Elizabeth Memorial competition, provided they are not serving as the lead consultant?</p>	<p>Please refer to the <i>Search Statement</i> , page 32.</p>	07-Jan-25
8	<p>Do you have any more guidance on the form of contract for the contractual lead (your Appendix H).</p>	<p>The form of contract will be the Government Mid-Tier contract with suitable modifications to reflect the design requirement. The contract (Appendix H) will be provided to shortlisted competitors at the launch of stage two of the competition.</p>	07-Jan-25

<p>9</p>	<p>I have been trying to upload my submission but the following error appears:</p> <p><i>The 1st Expression of Interest field is required.</i> <i>The 2nd Expression of Interest field is required.</i></p> <p>This is after I have already uploaded the Expression of Interest field, and there is not a second visible field so I don't know what I'm supposed to be submitting, the option isn't there for a 2nd Expression of Interest field.</p> <p>I used just a single page for the Expression of Interest and it still didn't work. I don't understand how to overcome this barrier.</p> <p>I've attached my files to this email, if you could help me with the website problem before the deadline I would appreciate it.</p>	<p>Please ensure that you have submitted files to both file uploads: Questions 1-3 (one PDF file, maximum 15 MB), and Question 4 (two PDF files, maximum 15 MB). Please also ensure that all other entries have been completed, including two media images.</p>	<p>07-Jan-25</p>
<p>10</p>	<p>I Am an Architect working predominantly on Independent projects. I wanted to participate in this competition, can I participate as an Independent entry ?</p>	<p>The competition is open to all who meet the minimum entry criteria. Please refer to the Search Statement, page 28, and the Selection Questionnaire for more details.</p>	<p>07-Jan-25</p>
<p>11</p>	<p>We are just exploring the possibility of entering the Queen Elizabeth II National Memorial competition and I just wanted to confirm if the 'Contractual Lead (registered in the UK)' needs to be a company registered in the UK or a UK registered architect?</p>	<p>It is anticipated that the Contractual Lead (who should be registered in the UK) is an architect but this is not a requirement. The winning team will be required to include an architect registered in the United Kingdom as part of the design team for the project.</p>	<p>07-Jan-25</p>
<p>12</p>	<p>We wanted to clarify if as Landscape Architects we can be the Creative Lead for the submission.  We are uniquely placed as a discipline to fully understand the parks sensitivities and respond accordingly.</p>	<p>Yes the landscape architect can also act as the Creative Lead for the submission. For clarity, we expect the Creative Lead to be an artist, architect or landscape architect.</p>	<p>07-Jan-25</p>
<p>13</p>	<p>Can you clarify if the role of the Artist listed on page 19 of the Search Statement under Team Composition minimum requirements is separate from the role of the Artist / Sculptor for the figurative memorial described on page 31? On a team where the creative lead is an architect does that team also require an artist for the Stage 1 submission?</p>	<p>The artist included as part of the multidisciplinary competition design team is separate from the Artist/Sculptor selected for the figurative memorial.</p> <p>Some or all of the team composition disciplines may be provided by one company and are not required to be proposed by individual companies.</p>	<p>07-Jan-25</p>
<p>14</p>	<p>Yes the landscape architect can also act as the Creative Lead for the submission. For clarity, we expect the Creative Lead to be an artist, architect or landscape architect.</p>	<p>If you are bidding on behalf of a group, for example, a consortium, or you intend to use subcontractors, you should complete all of the questions to Part 3 on <b>behalf</b> of the consortium and/or any subcontractors, providing <b>one</b> composite response and declaration. However, we require all the organisations that form part of your bidding group/consortium and each subcontractor that you are relying on to meet the selection criteria to provide a completed part 1 and part 2.</p>	<p>07-Jan-25</p>

15	Please can you clarify if it is just the contractual lead which needs to comply with Section 7.1 for insurance or if all the other disciplines need to as well?	The Contractual Lead will need to comply with the insurance provisions under Section 9. Any claim would be made to the lead and cover the actions of all suppliers who are appointed by the lead in the supply chain. Section 7.1 refers to Limits of Liability in relation to MRC.	07-Jan-25
16	Please can you clarify if section 8.1 (Cyber Essentials Certificate) applies to just the contractual lead or if all the other disciplines need to as well?	We expect all parties in a bid to have, or be willing to apply for, the Cyber Essentials Certificate. It will be the responsibility of the Contractual Lead to ensure that this is in place for all major team members/subconsultants once the winner is selected.	07-Jan-25
17	If the contractual lead and the creative lead are different companies, could you clarify that the contracts under section 6.1 appendix A should be the same as Question 3 (Relevant Experience) even though the creative lead does not complete 6.1 (possibly with the exception of this case?)	Yes, these should be the same as the projects submitted for Question 3.	07-Jan-25
18	Will we lose marks for case study projects which are not completed, and if so, will something which is on site and almost complete score better than something which is not yet on site?	Please see the response to Question 2.	07-Jan-25
19	On page 29, Architect and Artist are noted as 'Potential creative lead'. Is it possible for the Landscape Architect to be the Creative Lead?	Please see the response to Question 12.	07-Jan-25
20	On page 35, it is noted that relevant projects must be from the 'past seven years to qualify as relevant experience'. Can there be any exceptions to this? Relevant examples are stated as 'projects within a significant cultural, heritage and/or landscape context, that make an important contribution to the cultural and social life of that location. While we have completed similar projects to the QEII memorial previously, we have not completed two projects in the last seven years that are similar to a memorial. However, we have completed projects, including in the educational sector, that could support comprehensive answers to Q3 parts A/B/C. Please confirm whether the absence of memorial or public cultural works examples would prejudice our entry.	There is not a requirement for the previous examples to be for a memorial, however they must 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.	07-Jan-25
21	Is there any requirement to partake in the Committee's public engagement strategy during the competition process?	<p>The Committee's public engagement strategy will involve the designs being shared with a Public Advisory Group made up of a cross-section of the UK population who will provide insight and views on the national memorial and legacy programme as they develop. The Public Advisory Group will meet four times between February 2024 and April 2026. The five final submissions will be shared with the Public Advisory Group to test their views before the selection of the winner is made. However, the views and feedback recorded will be purely advisory to the Selection Panel.</p> <p>Records of the discussions within the PAG will not be published, but the general themes and ultimate outcomes may be referenced in public materials, such as the Committee's final report, in providing context for the final design selection and to demonstrate public engagement.</p>	07-Jan-25

22	Can the committee provide more details of their public engagement strategy post competition process, for the purposes of preparing the fee proposal	<p>The Committee's public engagement strategy following the competition will involve meetings of the Public Advisory Group, which will be an advisory and deliberative forum reflective of the UK population. The Public Advisory Group will meet throughout the competition process including once following the submission of all 5 concept designs to enable the Committee to gain their insight and views, and once after the final design has been selected. The Committee is also exploring the possibility of an exhibition related to the competition; if applicable, details will be issued to shortlisted competitors at stage two.</p> <p>The Committee is also open to suggestions from design teams on how the public can be involved further in an appropriate way in some elements of the design of the memorial.</p> <p>The post-competition scope of services will be provided in the Tender Pack to shortlisted competitors at stage two.</p>	07-Jan-25
23	Are light-touch interventions within the Area of Project influence to be included within the project's construction budget	Yes.	07-Jan-25
24	Is there any predetermined scale of the standalone figurative representation of the late Queen?	There is no predetermined scale or parameters at this stage. These will be provided in due course during the second stage of the competition.	07-Jan-25
25	Is there any predetermined scale of the standalone figurative representation of the late Queen?	This is not relevant at stage one - for information, the structures include, but are not limited to, the Marlborough Gate, the Blue Bridge, and a café/concession stand at the Marlborough Gate entrance.	07-Jan-25
26	Is the design fee range stated?	Yes - as per the draft Competition Conditions, page 11, the identified project budget includes a design team fee budget for identified services of between 5-7% of the do-not-exceed construction budget, or not more than £3m. The Contracts Finder and Find a Tender Notices will be updated from £2.5m to a maximum of £3m for consistency.	07-Jan-25
27	Is it the case that the Lead Consultant must include within the fee proposal, the coordination costs for liaising with the artist/sculptor, and the interview and appointment process (which they must lead). The artist/sculptors fee and costs will be covered by a provisional sum.	Further advice will be provided at Stage 2 on the arrangements and costs associated with the artist/sculptor. The overall costs should not exceed the maximum contract value of £3m. The Contracts Finder and Find a Tender Notices will be updated from £2.5m to a maximum of £3m for consistency.	07-Jan-25
28	Can the committee confirm this provisional sum for the artist/sculptor?	Further advice will be provided at Stage 2 on the arrangements and costs associated with the artist/sculptor. The overall costs should not exceed the maximum contract value of £3m. The Contracts Finder and Find a Tender Notices will be updated from £2.5m to a maximum of £3m for consistency.	07-Jan-25
29	Please confirm the fee is only to cover the design services up to RIBA Stage 2 and to the completion of planning and listed building approvals, and any involvement beyond this point will be covered by additional fees.	Yes, this is correct. The post-competition scope of services will be provided in the Tender Pack to shortlisted competitors at stage two.	07-Jan-25
30	Does the Committee intend to engage the Creative Lead beyond this point, during construction until completion of the memorial?	The post-competition scope of services will be provided in the Tender Pack to shortlisted competitors at stage two.	07-Jan-25

31	Are any of the terms stipulated in Appendix-B-Terms-and-Conditions-Queen-Elizabeth-II-National-Memorial negotiable?	No.	07-Jan-25
32	The Search Statement requests the contractual lead to be 'registered' in the UK. We presume this refers to a registered Architect. Can the contractual lead be a landscape architect registered with the Landscape Institute, if an RIBA registered Architect is also part of the team?	It is anticipated that the Contractual Lead (registered in the UK) is an architect but this is not a requirement. If the Contractual Lead (registered in the UK) is not an architect - for example a landscape architect registered in the UK - then they would need to satisfy themselves that they have the full multi-disciplinary team composition to meet the requirements of the project.	07-Jan-25
33	As the project is a landscape led scheme in a historic parkland setting, not an Architectural masterplan, would it be more appropriate for the creative lead and/or contractual lead for the landscape masterplan to be the landscape architect?	Please see the responses to Questions 11 and 12.	07-Jan-25
34	The Search Statement states the Creative Lead (Lead Designer) as one consultant. Can there be both a Creative lead and Lead Designer? ie the creative lead as the artist, and the design/coordination lead another team member?	Yes - this is to the discretion of the competitor.	07-Jan-25
35	Please can you confirm why a registered Architect is a requirement of the RFP noting that the bridge structure can be designed in conjunction with a bridge engineer, and a building proposed is not proposed as part of the masterplan.	It is anticipated that the Contractual Lead (who should be registered in the UK) is an architect but this is not a requirement. The winning team will be required to include an architect registered in the United Kingdom as part of the design team for the project.	07-Jan-25
36	The Search Statement requests that the team will form itself under a Contractual Lead. Can you confirm if this a Lead Consultant role (who coordinates the team on behalf of the Client), with the team members being appointed to the Client. Or if the Client wishes for one company to appoint and subcontract all the various team member disciplines.	Cabinet Office will contract with the Contractual Lead who will appoint and subcontract all of the various team member disciplines.	07-Jan-25
37	Regarding Appendix A question 1.2 e), please can you explain in clearer terms what this question is determining?	The referenced question is only required if you are bidding as part of a group or a consortium, it is not required if you are bidding as a single supplier (with subcontractors). The purpose of the question is to understand what the role of each group member or consortium member is responsible for.	07-Jan-25
38	In the foreword of the Search Statement, it confirms the Lead Designer is required to appoint an artist for the figurative element. Can you confirm this is correct, or is it the lead consultant?	The contractual appointment will be by the lead consultant, but the Lead Designer will be responsible for making the selection of the artist/designer for the figurative element in consultation and agreement with the Committee.	07-Jan-25
39	Noting the Search Statement was issued on 12th December, a week before the Christmas break, will there be any extension of time to address the 2 week hiatus, to allow an appropriate period to formulate the team and prepare the supporting information for this nationally important project, following the issue of the Q&A log?	No extension of time will be offered.	07-Jan-25
40	The competition is described as an 'open' competition. Does this mean nationally within the borders of Great Britain, or is the competition open to international firms?	The competition is open to international firms.	07-Jan-25

41	Whilst both myself as the Design Lead & RIBA Architect, and another Senior registered British/RIBA Architect and a British Master Planner (RTPI), are alongside a predominantly Bahraini firm, we are entering the competition being employed by a Bahraini Architectural firm owner. Would it be fair to say that us as a Bahraini multi-disciplinary firm would have as equal an opportunity as a local British one for a competition win.	The competition is open to international firms so long as the Contractual Lead and (if separate) architect are registered in the UK.	07-Jan-25
42	Does the Lead Designer necessarily need to be based in the UK?	No. However, the Contractual Lead must be registered in the UK.	07-Jan-25
43	How extensive is the public engagement strategy in terms of events and workshops and the requirement to produce a commitment to community/stakeholder engagement report?	Please see the responses to Questions 21 and 22.  The Committee would expect to see evidence of engagement with local community groups and stakeholders.	07-Jan-25
44	What is your approach to equal opportunity, considering an international firm, and the processes you use in order to assess viability provided the minimum criteria requirements are met?	The opportunity is open to international firms providing that the Contractual Lead is registered in the UK.	07-Jan-25
45	Would the travel costs be separate or inclusive of the GBP 50,000.00 amount awarded?	Any travel costs for competitors are included within the competition honorarium (£50,000).	07-Jan-25
46	Whilst we are an international multi-disciplinary firm with all the pertinent consultants within your prescribed disciplines list, would there still be an eligibility for the firm to enter should there be a need to outsource one particular Specialist outside the firm, be it as a preference for other consultants and/or a 1x absence thereof?	Disciplines may be provided by different companies within the multi-disciplinary design team.	07-Jan-25
47	Would it be acceptable to assume that some consultants may be required to be outsourced?	Please see the response to Question 46.	07-Jan-25
48	Figurative Memorial: What level of formality or symbolism is expected for the standalone figurative memorial at Marlborough Gate? Should it lean towards traditional representation, or is there flexibility for a more contemporary interpretation? Is it a building with a sculpture and/or altar space?	This is to the discretion of the competitor, notwithstanding that the figurative element design is outside the scope of the competition.	07-Jan-25
49	Artistic and Immersive Elements: To what extent does the committee envision interactive or immersive elements playing a role in the design? Should these elements focus on storytelling, education, or simply enhancing visitor engagement?	This is to the discretion of the competitor.	07-Jan-25
50	Site Integration: St James's Park has such a delicate balance of formal and informal spaces. How does the committee see the new memorial integrating into this dual character without overwhelming or diminishing either aspect?	Please refer to the Design Challenge included in the <i>Search Statement</i> .	07-Jan-25
51	Budget Allocation Priorities: Within the budget range of £23–46 million, are there specific elements that the committee believes should take precedence, such as the bridge redesign, figurative memorial, or landscaping?	This is to the discretion of the competitor	07-Jan-25

52	Sustainability Expectations: Sustainability is a key objective—does the committee have specific benchmarks or examples of sustainable practices it hopes to see in the design? For example, are there preferences for materials or approaches to minimize the carbon footprint?	This is to the discretion of the competitor. Please refer to the Design Elements and Themes included in the <i>Search Statement</i> .	07-Jan-25
53	Cultural Representation: The late Queen's legacy spans the UK, Commonwealth, and beyond. Does the committee have any specific expectations or preferences for how this global connection should be represented, whether through materials, design language, or other features?	This is to the discretion of the competitor. Please refer to the Design Elements and Themes included in the <i>Search Statement</i> .	07-Jan-25
54	Stakeholder Collaboration: Stakeholders like Historic England and The Royal Parks will likely have a significant influence on the final design. How involved does the committee anticipate these groups will be in reviewing and refining proposals?	All normal Planning and Listed Building Consent procedures, including consultation with statutory consultees, will be followed in full.	07-Jan-25
55	Public Feedback: I understand that public consultation will be part of the process. Could the committee clarify how this feedback will be incorporated into the final decision-making? Will there be specific aspects of the design that are open to public input?	Please see the response to Question 21.	07-Jan-25
56	Legacy Planning: Looking ahead, how does the committee envision the memorial evolving or staying relevant over the next several decades? Are there any provisions for adapting the space to future needs or cultural shifts?	This is to the discretion of the competitor. Please refer to the Design Elements and Themes included in the <i>Search Statement</i> .	07-Jan-25
57	Maintenance Concerns: Are there specific long-term maintenance issues the committee would like addressed in the design, such as vandalism prevention, material durability, or accessibility updates over time?	This is to the discretion of the competitor. Please refer to the Design Elements and Themes included in the <i>Search Statement</i> . Further information and guidance will be provided in <i>Appendix D2 - Technical Design Considerations</i> to shortlisted competitors at stage two of the competition.	07-Jan-25