UNITED KINGDOM HOLOCAUST MEMORIAL

INTERNATIONAL DESIGN COMPETITION

EXPRESSION OF INTEREST
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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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FOREWORD

Earlier this year, I stood in Victoria Tower Gardens in London with a survivor of the Holocaust and I will never forget how overwhelmed he was when I told him that here, in the shadow of Parliament, was where the new National Memorial to the Holocaust would be.

By locating this universally relevant Memorial beside the Palace of Westminster, right in the heart of our democracy, we are demonstrating our country’s commitment to honouring the victims and survivors of the Holocaust. We also have an opportunity to communicate the enormity of the Holocaust – the ineffable human and cultural loss to us all – while affirming the UK’s resolve to stand up against intolerance and prejudice, and to be an empathetic society that respects and embraces difference.

The United Kingdom Holocaust Memorial Foundation is also recommending that alongside the National Memorial, a world-class Learning Centre should be included to contextualise the Memorial, grounding it in historical fact, something that becomes all the more important as events fade from living memory.

In recent times, the world has been touched by some exemplary memorials – including those in Boston, New York, Berlin, Warsaw and Jerusalem – and we want the United Kingdom’s to equal these in excellence and in the power of the statements that they make.

This two-stage international design competition, outlined in the following pages, is focused on finding the very best team to create a new national landmark in a Royal Park, in one of the most symbolic and visited parts of London.

The most poignant and human of projects, this initiative calls out for dedication and originality, as well as understanding of, and deep connection with, the Foundation’s values.

The architect who ultimately convinces the competition Jury will need to conceive a design that answers a number of profound questions. What qualities combine to make a 21st century memorial? Can architecture generate a response from visitors that is respectful, reflective and engaged? What about those who happen on the Memorial by accident? Can it inspire all to leave with a deepened sense of compassion and agency? How can the design speak to all victims of prejudice and intolerance?

We warmly invite you to submit a response to this Expression of Interest.

Sir Peter Bazalgette
Chair, United Kingdom Holocaust Memorial Foundation Board
OVERVIEW

In September 2016, on the advice of the United Kingdom Holocaust Memorial Foundation, the Department for Communities and Local Government launches an international two-stage design competition for a National Memorial to honour the victims and survivors of the Holocaust and Nazi persecution.

This competition – and the wider work of the United Kingdom 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 interpretative 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 United Kingdom 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.
VISION

Envisaged as a place for everyone to come to remember the Holocaust, as well as a focal point for annual national commemorations, the Memorial will affirm the United Kingdom’s commitment to stand up against prejudice and hatred. It is intended to inspire reflection and compassion, and encourage present and future generations to respect and embrace difference. In parallel, the Learning Centre will advance Holocaust education across the United Kingdom and help visitors develop a deeper understanding of how societal breakdown can, in the worst cases, lead to genocide.

The Memorial’s site, alongside the Houses of Parliament at the heart of Britain’s democracy, is in Victoria Tower Gardens adjacent to the River Thames. The Gardens already has a memorial-narrative inspired by democratic values, which aligns with the project. Three prominent monuments, dating from the mid-to-late nineteenth and early twentieth century, commemorate the expansion of suffrage, the abolition of slavery and civic sacrifice.

The design challenge is to create an outstanding and sensitively-designed Memorial and Learning Centre that is emotionally powerful while offering visitors an opportunity to deepen their understanding of humanity’s darkest hour. For some survivors – and those whose lives were affected by the Holocaust – survival stories can reveal glimmers of hope about human nature; for others, to perceive this moment in history as anything but unbearable is to compromise the Holocaust’s implacability.

This is a two-stage international design competition and is being run in accordance with EU procurement guidelines and the Public Contracts Regulations 2015. This competition has been advertised in the Official Journal of the European Union (OJEU).

No design is required at the first stage. Initially, competitors are invited to submit an Expression of Interest – the deadline for this is: 14:00 BST Monday 17 October 2016.

An exhibition of the finalist teams’ concept designs will be held in a central London location in January 2017.

https://competitions.malcolmreading.co.uk/holocaustmemorial
UNITED KINGDOM HOLOCAUST MEMORIAL FOUNDATION

The Department for Communities and Local Government (DCLG) will be the Contracting Authority and as such will be responsible for delivery of the project.

The United Kingdom Holocaust Memorial Foundation (UKHMF) is an independent, cross-party advisory board to the Prime Minister and the Secretary of State for Communities and Local Government. UKHMF and DCLG are taking forward the recommendations made by the Prime Minister’s Holocaust Commission, published in the report *Britain’s Promise to Remember* (January 2015).

The Commission made four core recommendations:

1. The creation of a striking new National Memorial to serve as the focal point of national commemoration of the Holocaust. It should be prominently located in Central London to make a bold statement about the importance Britain places on preserving the memory of the Holocaust.

2. The National Memorial should be co-located with a world-class Learning Centre using the latest technology to engage and inspire visitors. It should explore how hatred, prejudice and apathy led to the Holocaust; how they may have led to subsequent genocides; and the need to guard against them today.

3. The creation of an endowment fund to secure the long-term future of Holocaust Education – including the new Learning Centre and projects across the country.

4. An urgent programme to record and preserve the testimonies of British Holocaust survivors and of the British soldiers involved in the liberation of Bergen-Belsen.

UKHMF’s overall mission is to advance knowledge and understanding of the Holocaust and ensure that its memory is preserved.

The UKHMF board is chaired by Sir Peter Bazalgette, and is supported by a Survivor Group and an Education Advisory Group, including representatives of the Charedi Jewish community and the Gypsy-Roma community, often under-represented victim groups.

Other Board members include The Rt Hon Ed Balls, Dame Julia Cleverdon DCVO CBE, The Rt Hon Lord Feldman of Elstree, Peter Freeman, Alice M. Greenwald, Baroness Dido Harding, Natasha Kaplinsky, Chief Rabbi Ephraim Mirvis, The Rt Hon Sir Eric Pickles MP and Gerald Ronson CBE.

DESIGN VALUES

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.
PROJECT BACKGROUND AND CONTEXT
The Prime Minister’s Holocaust Commission

The Prime Minister’s Holocaust Commission was established in January 2014 as a cross-party, society-wide effort to consider Britain’s historic and contemporary response to the Holocaust. In total six million Jews, including 1.5 million children, were brutally murdered in the Holocaust, along with millions of other victims of Nazi persecution.

The Commission focused in particular on the close connection of the Holocaust with British history, which includes Britain’s role in fighting against the Nazi regime, liberating victims at the Bergen-Belsen concentration camp, and providing asylum for victims of Nazi persecution before and after the War. The Commission also reflected on Britain’s responsibilities, considering some of the more challenging aspects of Britain’s history – such as the refusal to accept more refugees or questions over whether more could have been done to disrupt the Final Solution.

The first step in compiling the report was to conduct a detailed review of the existing work across all those working to support Holocaust education and remembrance in the UK, alongside related work and institutions in other countries. A national Call for Evidence received almost 2,500 responses, and culminated in one of Britain’s largest ever gatherings of Holocaust survivors at Wembley Stadium.

The Commission’s report, *Britain’s Promise to Remember*, was published on Holocaust Memorial Day 2015. With full cross-party support, the Prime Minister accepted the Commission’s recommendations in full and established the United Kingdom Holocaust Memorial Foundation to oversee and manage its recommendations (see page 8), including advising DCLG on the building of a new Holocaust Memorial and Learning Centre. The United Kingdom Holocaust Memorial Foundation has board members from every major political party, including the Scottish National Party.

The Existing Memorial
Currently, the UK’s only dedicated Holocaust Memorial is located in Hyde Park, London. The Memorial is a garden of boulders, surrounded by white-stemmed birch trees. Constructed in 1983, it was designed by Richard Seifert and Derek Lovejoy and Partners and was funded by the Board of Deputies of British Jews.

The Commission’s Call for Evidence revealed strong consensus that the existing Memorial in London is not fitting to the enormity of the event, due to its perceived hidden location and lack of contextual information and learning opportunities.

World Exemplars
UKHMF has reviewed exemplar practice in memorials and institutions throughout the world. The selection of projects is not exhaustive; it varies considerably in scale, content and response and should not be taken as literal design benchmarks for the UK’s new Holocaust Memorial and Learning Centre. A selection of these is captured on the following pages (listed alphabetically by location).
Memorial to the Murdered Jews of Europe, Berlin (Image 1, page 13)
Designed by Peter Eisenman and Buro Happold, the Memorial consists of 2,711 concrete slabs of varying heights, arranged in a grid pattern on a sloping field. An attached underground ‘Place of Information’ holds the names of the millions of Jewish Holocaust victims and tells some of their stories.

Jewish Museum, Berlin (2)
Designed by Daniel Libeskind, and opened in 2001, the Jewish Museum in Berlin houses collections showing two millennia of German-Jewish history in permanent and changing exhibitions as well as a library and archive. Libeskind designed the new building to sit adjacent to the existing baroque building; the new building is a twisted zig-zag, accessible only via an underground passage from the old building.

Memorial to the Sinti and Roma Victims of National Socialism, Berlin (3)
Designed by Dani Karavan, the Memorial consists of a dark, circular pool of water at the centre of which is a triangular stone — a reference to the badges that had to be worn by concentration camp prisoners. A fresh flower is placed on the stone daily. The poem ‘Auschwitz’ by Roma poet Santino Spinelli is written in bronze letters around the edge of the pool, and information boards surround the Memorial.

Centro de Memoria, Paz y Reconciliación, Bogotá (4)
The Centro de Memoria commemorates the victims of internal conflicts in Colombia, and promotes peace and reconciliation. The Memorial features a Park of Reconciliation, the Park of the Renaissance of Hope, and the Memorial for Life.

The New England Holocaust Memorial, Boston (5)
A series of six glass towers engraved with quotes from survivors and groups of numbers representing the six million Holocaust victims, designed by Stanley Saitowitz and opened in 1995. Short lines of text along the path provide succinct information about important but little known facets of the Holocaust.

Cape Town Holocaust Centre, Cape Town (6)
One of three centres established by the South African Holocaust and Genocide Foundation, the Cape Town Holocaust Centre was Africa’s first Holocaust Centre. The Centre comprises photographs, films, artefacts and recreated environments in three permanent galleries on the themes of racism and discrimination, the Third Reich, and the Ghettos.

Yad Vashem, Jerusalem
Yad Vashem is the World Holocaust Remembrance Centre. The 18ha site contains the Holocaust History Museum, Children’s Memorial, the Hall of Remembrance, the Museum of Holocaust Art, a synagogue and a research and learning centre.
Art installation created by Paul Cummins and Tim Piper, consisting of 888,246 ceramic poppies in the moat at the Tower of London, to mark the centenary of the first full day of Britain’s involvement in the First World War.

Museum of Tolerance, Los Angeles
Opened in 1993 as an educational arm of the Simon Wiesenthal Center, the Museum of Tolerance welcomes 350,000 visitors each year. The Museum includes testimonies from Holocaust survivors, as well as addressing the Civil Rights Movement and atrocities in Cambodia and Latin America. The Museum also features a Multimedia Learning Center, as well as a ‘Tolerancenter’, which discusses issues of everyday prejudice.

Museo Memoria y Tolerancia, Mexico City (7)
Designed by Arditti + RDT Arquitectos and opened in 2010, the Museum commemorates the victims of the genocides of the 20th century. The volumes that contain the exhibitions on Memory and Tolerance are displayed as two open arms embracing the ‘floating’ Children’s Memorial.

National September 11 Memorial and Museum, New York City
Two waterfalls and reflecting pools of approximately one acre each in size, set within the footprints of the original twin towers. The Memorial was designed by Michael Arad and opened in 2011. The names of the victims are inscribed on a series of bronze plates surrounding the pools. The Museum below offers a dramatic space using artefacts alongside the latest technology to engage visitors.

Mémorial de la Shoah, Paris
Opened in 2005, the Mémorial de la Shoah is a series of memorials, including the Wall of Names, the Wall of the Righteous, a crypt and symbolic tomb and a 14m stone-clad blind wall. The Memorial focuses on Holocaust education.

United States Holocaust Memorial Museum, Washington, D.C. (8)
Designed by the architect James Ingo Freed of Pei Cobb Freed & Partners, and opened in 1993. It is the official United States memorial to the Holocaust, and is located among other national monuments to freedom on the National Mall.
Vietnam Veterans Memorial, Washington, D.C.
Completed in 1982, this two acre national memorial in Washington, D.C., consists of three separate parts: the Three Servicemen Memorial, the Vietnam Women’s Memorial and the Vietnam Veterans Memorial Wall. Designed by Maya Lin, the Memorial includes the names of over 58,000 servicemen and women who gave their lives in service in the Vietnam Conflict and receives around three million visitors each year.
STAKEHOLDERS

Delivery of the project will involve consultation with a wide group of stakeholders, including community representatives. Among these stakeholders are:

**The Royal Parks**
Victoria Tower Gardens is managed by The Royal Parks. The Royal Parks is an Executive Agency of the Department for Culture, Media and Sport (DCMS). The Royal Parks is responsible for managing and preserving over 5,000 acres of historic parkland across London, including valuable conservation areas and important habitats for wildlife.

**Westminster City Council**
Westminster City Council is the local planning authority, as well as the lead representative on the Westminster World Heritage Site Steering Group.

**Westminster Abbey and Parliament Square Conservation Area**

**Historic England**
Due to the historic nature of the existing memorials in Victoria Tower Gardens (each Memorial is listed), the Holocaust Memorial and Learning Centre project will require consultation with Historic England, the government service responsible for the UK’s historic environment.

**International Council on Monuments and Sites**
International Council on Monuments and Sites (ICOMOS) is a non-governmental international organisation dedicated to the conservation of the world’s monuments and sites. ICOMOS will be consulted via Historic England and the Department for Culture, Media and Sport.

**UNESCO World Heritage Committee**
Victoria Tower Gardens sits within the buffer zone of the Westminster UNESCO World Heritage Site. The Palace of Westminster and Westminster Abbey, including St Margaret’s Church, was inscribed as a cultural World Heritage Site in 1987. The UNESCO World Heritage Committee will be consulted via Historic England and the Department for Culture, Media and Sport.

**Survivor Representative Advisory Group**
The Survivor Representative Advisory Group is a sub-group of UKHMF. It has a flexible membership including a large number of Holocaust survivors, second and third generations, and individuals who work closely with the survivor community. The group is a vital forum for UKHMF to update and consult the survivor community on every area of its work.

**Education Advisory Group**
The Education Advisory Group is a sub-group of the United Kingdom Holocaust Memorial Foundation, consisting of the leading national organisations in Holocaust education and a number of key experts. The group provides on-going advice to UKHMF on the content of the Learning Centre and wider educational work.
THE SITE

Victoria Tower Gardens is located on the north bank of the River Thames and is bordered by the Palace of Westminster. Managed by The Royal Parks, Victoria Tower Gardens is a designated Grade II listed garden within the buffer zone – though not the boundary – of the Westminster World Heritage Site (WWHS), and in close proximity to a number of celebrated listed buildings.

Most notably, the Palace of Westminster, to the north of the Gardens, is a Grade I listed building within the WWHS and within the Westminster Abbey and Parliament Square Conservation Area.

Victoria Tower Gardens, which opened in 1914, was created as part of the Thames Embankment. A map of 1878 shows the site entirely covered in wharves and houses, while a map of 1896 shows the very beginnings of the Gardens’ development.

Over the course of a year, visitors to Victoria Tower Gardens are anticipated to number up to one million.

Victoria Towers Gardens has an existing memorial-narrative with a series of monuments associated with democracy: the abolition of slavery, the fight for universal suffrage and civic sacrifice. These are:

The Buxton Memorial
Opened in 1865, the colourful and ornate Buxton Memorial and drinking fountain celebrates the abolition of slavery, commemorating the work of Sir Thomas Buxton MP, a prominent campaigner against slavery and founder of the British and Foreign Anti-Slavery Society (today, the Anti-Slavery International).

Designed by Samuel Sanders Teulon, the Memorial and drinking fountain is octagonal in shape, with open arches on each of its eight sides, and four large granite basins. The Memorial’s structure comprises a wide range of materials, including polished Devonshire marble, grey and pink granite and enamelled sheet steel.

Originally located on the edge of Parliament Square, the Memorial was moved to Victoria Tower Gardens in 1957, and was listed Grade II in 1970, and upgraded to Grade II* in 2007, the bicentenary year of the 1807 Abolition Act.
The Statue of Emmeline Pankhurst
This bronze statue commemorates Emmeline Pankhurst, the leader of the women's suffragette movement.

The statue features Pankhurst in gown and lorgnettes. The statue's posture is that of an address, one of Pankhurst's familiar gestures, and the right hand indicates the entrance to Parliament located behind the statue.

The Grade II-listed sculpture is by Arthur George Walker, and was unveiled in 1930, two years after Pankhurst's death. Inside the pedestal there is a metal box containing Mrs Pankhurst's letters and the obituary published in The Times.

The statue was moved to its current location within Victoria Tower Gardens in 1958, when a bronze relief commemorating Emmeline's daughter, Christabel Pankhurst, was added.
The Burghers of Calais
The Burghers of Calais is a bronze cast, one of many versions of the work of Auguste Rodin. The statue commemorates the heroism of six leaders of the besieged town of Calais, who offered their lives in 1347 in exchange for the freedom of the townspeople. The statue represents the idea of freedom from oppression.

Under French law, no more than twelve casts of Rodin’s work may be produced. The other eleven casts of the Burghers of Calais can be found in Copenhagen, Mariemont, Philadelphia, Paris, Basel, Washington, D.C., Tokyo, Pasadena, Calais, New York City and Seoul.

Controversial at the time for its depiction of pain and anguish – as opposed to traditional heroic references – the statue was never officially unveiled because it was feared it might offend Britain’s French allies during the First World War.

The sculpture cast was purchased by the British Government in 1911 and positioned in the Gardens in 1915. The statue was originally positioned, at Rodin’s request, on the site where the Emmeline Pankhurst statue sits today, but was moved to its current position during alterations to the Gardens in 1956.

Rodin’s legacy in Britain includes a gift of 18 bronze, marble and terracotta sculptures, donated to the V&A Museum to honour the British and French soldiers fighting side by side in World War I.

Parliamentary Education Centre
A contemporary addition to the Gardens, the new Parliamentary Education Centre was opened in 2015. Designed by architects Feilden & Mawson, the Centre is situated at the North End of Victoria Tower Gardens, and aims to inspire and connect young people with Parliament and democracy.

The Centre uses a range of education techniques, including Parliament-themed learning rooms, augmented reality experiences, 360° projections and sound technology. The Centre aims to increase the number of young people able to visit Parliament each year to 100,000.
EMERGING BRIEF

The project is composed of two complementary parts – the Memorial and the Learning Centre – which are to be considered holistically.

The Memorial is to 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, it will provide a national focus for personal and group reflection, remembrance and commemoration. Accessible to all, it should communicate the 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.

There are no preconceptions as to the form, materiality and composition of the Memorial.

The Learning Centre will explain and interpret the Memorial. It will also contextualise the focus of the whole UKHMF project, raising awareness of the Holocaust. 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. The Learning Centre is expected to be circa 2,650m².

A number of physical constraints exist for the Memorial and Learning Centre, notably:

- Avoiding intruding on key views and respecting the principles of the UNESCO World Heritage Site.
- The spatial requirements of the Learning Centre must be located below park level (i.e. underground), with only step-free access routes emerging at the surface.
- Whilst there is no explicit limit on 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 there is no specific height limit for the Memorial, it should be designed to fit into its surroundings, in particular to maintain clear sightlines to Victoria Tower. The Buxton Memorial (12m) should be used as a reference point, and it is anticipated that the Memorial will not exceed this height, physically.
- Wayfinding and orientation can be provided within Victoria Tower Gardens, but these must be appropriately and discreetly sited and, where possible, should look to improve and integrate the experience of visiting the whole park and its other memorials.
• To draw in natural light; where and if needed, insertions can be created in the landscape, but the predominant sense at surface level should be to maintain Victoria Tower Gardens’ park-like setting.

• 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.

Other site constraints include heritage, urban infrastructure, ground conditions, archaeology, and flood risk. Specific technical constraints, where these are known, will be provided to the shortlisted competitors at the second stage of the competition.

More detail is provided in the Tender Brief (issued in draft format only at this stage).
TEAMS

We will be looking for multi-disciplinary creative teams 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.

Cost consultancy, engineering disciplines and project management will be procured separately and there will be an opportunity for the successful competitor to input in the final selection of other design consultants.

We encourage seasoned practices to combine with emerging talent. The teams should be structured under a lead consultant, who is an architect, identified within the submission.

UKHMF and DCLG are seeking a team:

• who can demonstrate exceptional artistic and creative ability;
• who will create an outstanding, thoughtful and sensitive design;
• who will understand and acknowledge the national, historic, civic and cultural importance of the setting within the buffer zone for a World Heritage Site, whilst respecting and enhancing the neighbourhood setting of the park;
• with a deep understanding and appreciation of the project’s significance in promoting a peaceful and tolerant society which stands up against prejudice and hatred, and embraces difference;
• appropriate in size and skills for the project;
• with a keen eye for detail, from the micro to the macro scale;
• with experience of consultation with multiple statutory and community stakeholders;
• who can support fundraising initiatives.

Sub-consultant companies may enter with more than one team if they wish to do so. However, the same individual within a company should not participate in more than one entry. Companies who intend to sub-consult on a number of teams should propose the inclusion of different individuals from their organisation for each separate team. This is to prevent a conflict of interest at the shortlisting stage in the event of a sub-consultant being shortlisted with more than one team. 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 another, providing different individuals are proposed.

Please note: UKHMF and DCLG reserve 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.
PROJECT DETAILS

Procurement
UKHMF and DCLG will require the winning team to provide full design team services as outlined in this Brief, and the Scope of Services appendix to the Tender Brief. Although UKHMF and DCLG anticipate using the winning team, they are not bound to use all members proposed by the winning team.

Winning the competition does not guarantee appointment, but it should be emphasised that it is the intention that it will do so.

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 costs of this contract, which are estimated to be between £3 – 3.5 million, the cost of the works, including contractor Preliminaries, OH&P, contingency, inflation, all professional fees, and site preparation costs, and VAT where applicable).

The budget for the services being procured through this competition is between £3 – 3.5 million, to include Architect/Lead Designer, Principal Designer (CDM) Landscape Designer, Interpretation/AV, Lighting and any other creative input such as artists or sculptors.

For further details on the budget please see the Tender Brief.

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

However, should competitors need to obtain technical advice from other consultant disciplines in order to prepare their submission they may seek this from consultants of their 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.

Insurance Requirements
Competitors should also note that, should they be successful, they must be willing to obtain the following levels of insurance:

- Employer’s Liability Insurance: £5 – 10 million
- Public Liability Insurance: £10 million
- Professional Indemnity Insurance: £10 million (for each and every claim)
EVALUATION PROCESS

The first stage submissions will be reviewed by a Shortlisting Committee comprised of a subset of the Jury and UKHMF and DCLG’s other advisers.

The Jury will review the second stage (Tender) submissions and interview the shortlisted practices to determine a winner of the competition. The Jury will be formed of representatives of UKHMF, DCLG, their external advisers, and independent members.

At the second stage of the competition, the Jury will be advised by the Supporting Panel, who will conduct a technical review of the submissions. The Supporting Panel will be comprised of internal and external advisers to UKHMF and DCLG.

Malcolm Reading will act as an advisor to the Jury. MRC will act as the competition secretariat.

The membership of the competition Jury will be announced during the competition period.
COMPETITION DETAILS

Competition Management
Malcolm Reading Consultants (MRC), an independent expert organiser of design competitions with nearly twenty years’ experience, will lead and administer a two-stage competition on behalf of UKHMF and DCLG. This will result in the selection of a winning team and design, who will be appointed to develop their design and to deliver the project.

The two-stage design competition is comprised of:

Stage One:
This is an international call for participation that is aimed at attracting technically competent and professional teams to register their interest in the project, as described in this document. A shortlist of up to six teams will be selected to move to Stage Two. Successful and unsuccessful teams will be contacted by MRC prior to the commencement of Stage Two.

Stage Two:
The shortlisted teams will be asked to produce a concept design. A comprehensive brief will be issued to these teams, as well as detailed information about the site. A Supporting Panel will review the entries and the Jury will conduct interviews to select a winner.

An honorarium of £15,000 will be awarded to each of the shortlisted teams following the selection of the winner.

The Competition Process
This competition is being run under the Restricted Procedure in accordance with EU procurement guidelines and the Public Contracts Regulations 2015. In line with these guidelines, the Tender Brief document has been provided for information only at this stage. Competitors are not asked to respond in any way to the Tender Brief document at this stage of the competition.

This competition has been advertised in the Official Journal of the European Union (OJEU).

Questions
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 UKHMF, members of the competition Jury, the Palace of Westminster, The Royal Parks, the DCLG 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 compiled and uploaded to the website on a weekly basis.

Please note that telephone enquiries will not be accepted, and the latest date for submitting enquiries is 14:00 BST Friday 7 October 2016.
Conflict of Interest
Competitors should declare any actual or potential conflict of interest concerning the commercial, financial or other interests of UKHMF, members of the competition Jury (when announced), the Palace of Westminster, The Royal Parks or the DCLG which may compromise the conduct of this procurement exercise and/or the performance of the contract, as requested in Q3.1 (e) of the Pre-Qualification Questionnaire.

If competitors are satisfied that there are no such conflicts of interest they must answer ‘no’ to Q3.1 (e) of the Pre-Qualification Questionnaire.

UKHMF and DCLG reserve the right to reject responses from applicants where a conflict of interest is viewed as affecting either or both the conduct of this procurement competition or the performance of the contract. Competitors are under a continuing obligation to notify the competition organisers, MRC, if circumstances change during this procurement process and any statements given during this procurement process become untrue.

No staff, or family member of staff, of UKHMF (including board members) or a member of the competition Jury is permitted to enter the competition.

Permissions
UKHMF, DCLG and MRC reserve the right to make use of all presentation materials submitted in any future publication about the competition, exhibition or website. Any use will be properly credited to the competitor and the competitor warrants that the material submitted comprises solely their own work or that of any member of a team submitting a response. This non-exclusive licence is irrevocable, shall survive the competitor’s exit from the tendering process, and is royalty-free.

Language
The official language of the competition is English. All entries must be in English, including all additional information.

Financial Data
Any financial data provided must be submitted in, or converted into, pounds sterling. Where official documents include financial data in a foreign currency, a sterling equivalent must be provided.

Insurance of Entries
UKHMF, DCLG and Malcolm Reading Consultants 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 complete record of their full entries and be able to make this available at any time should adverse circumstances require this.
Deviations
Only submissions that meet the basic criteria of entry will be considered. Additional information or supplementary material, unless specifically called for in subsequent communication, will not be considered by the assessors.

Clarifications to the Expression of Interest
UKHMF and DCLG may, at any time prior to the submission date, issue notifications to clarify points made in this Expression of Interest document, and MRC shall notify all competitors of any such clarifications. If MRC issues any such clarifications to competitors during the first stage of the competition to clarify the interpretation to be placed on part of the documents or to make any changes to them, such clarifications will form part of the Expression of Interest. The Q&A responses will also form clarifications to the Expression of Interest and should be considered by all competitors. Accordingly, all competitors will have been deemed to take account of these in preparing their submission.

Site Visits, Photos and Drawings
Competitors are welcome to visit the site, but at this stage of the competition there will be no formal site visits or photos and drawings distributed.

Return of Competition Materials
All material which is submitted as part of your response to this Expression of Interest will be retained by UKHMF and will not be returned to participants.

Competition Publicity
Competitors should note that any or all of the submission materials submitted during any stage of the competition may be used for publicity purposes. This includes, but is not limited to, a public exhibition of the shortlisted competitors’ design concepts, an online gallery of the shortlisted design concepts, and media releases relating to the competition or project in a more general sense.
ANTICIPATED COMPETITION PROGRAMME

Wednesday 14 September 2016:
Competition launched

14:00 BST Friday 7 October:
Deadline for questions

14:00 BST Monday 17 October:
Deadline for responses

Early November:
Shortlist announced

Early November:
Tender stage launched

November:
Site visit

Friday 13 January 2017:
Final Submissions by shortlisted teams

Week commencing 23 January:
Exhibition launch

Spring 2017:
Consultation on shortlisted designs

Summer 2017:
Jury deliberations and winner announcement
HOW TO ENTER

Deadline for Expressions of Interest
Expressions of Interest will be received up to 14.00 BST on Monday 17 October 2016.
Please ensure that your submission is submitted no later than the appointed time. UKHMF and DCLG will not consider your submission if it is received after the deadline.

How to Submit
Submissions for the first stage of this competition will be received electronically via the upload form on the competition website:

https://competitions.malcolmreading.co.uk/holocaustmemorial/enter

Please note the form will close automatically after the deadline on 14.00 BST on Monday 17 October 2016. It will not be possible to accept entries after the deadline.

Please allow adequate time when uploading your submission. Upon completion of the upload, the form will display a screen indicating your upload reference number. If this reference number is not displayed, your upload has not been successful.

You should receive an email confirming receipt of your entry within two hours. If this is not received, please firstly check your spam folder, and only then email:

holocaustmemorial@malcolmreading.co.uk
SUBMISSION REQUIREMENTS

Competitors are required to respond to this Expression of Interest by completing all submission requirements as detailed below. Where appropriate, your response should be both well written and highly visual.

Responses should be in electronic format only – submitted via the online submission form:
https://competitions.malcolmreading.co.uk/holocaustmemorial/enter

Please refer to the Evaluation Criteria section for the scoring approach.

1. Pre-Qualification Questionnaire (PQQ) — Company Information

REQUIREMENTS

Please see the PQQ in Appendix A.

The PQQ is to be completed by the lead consultant only, with reference to any sub-consultants where indicated.

The PQQ is provided as both a Word and PDF file. It is not available in any other formats. Competitors should complete the template, and upload this to the online form as one single, complete PDF (including any appendices).

Please note, in accordance with Part 5 Regulation 59 (1) of the Public Contracts Regulations 2015, suppliers may supply, where appropriate, a European Single Procurement Document (ESPD) in lieu of evidence of meeting the criteria identified in the PQQ.

FORMAT

COMPLETED TEMPLATE, AS ONE COMBINED PDF (MAX 5MB)
# 2. Relevant Experience

## REQUIREMENTS

Please provide three previous projects completed within the last five years as relevant examples. These should be projects within an urban context, focused on public buildings, public spaces, public artworks or public structures (public is being used here to denote that they are open to the general public, and not just projects for public institutions). At least one of your example projects must be from the practice proposed as the Lead Designer. Your response should focus on the following:

**A.** How the design made a positive contribution to setting, place-making and context, balancing the insertion of contemporary interventions with the quality of the existing urban realm and landscape.

**B.** How your previous projects demonstrated your understanding of the needs and requirements of its specific space type for contemporary users, including the impact this has had on the spatial arrangements and functional operations of the project.

**C.** How you reconciled the needs and requirements of the client and end user with the quality and significance of the heritage setting and the complexity of the site conditions.

**D.** How you approached planning and consultation during the development of the design.

**E.** How the project was an exemplar of sustainability.

**F.** How you ensured that the project kept to budget throughout the project lifecycle, balancing cost, quality and programme, including the integration of modern design practices and processes, such as Building Information Modelling (BIM), throughout the whole project lifecycle, from inception through to building in use.

Throughout your responses to the questions above, you should cover how and why the project was a success. What challenges were overcome throughout the course of the design or construction? What lessons were learnt, and how have you applied these on subsequent projects?

You are required to reference three example projects for substantial responses; however, you may mention other projects (if relevant to the brief) in response to the points A-F above.

Illustrations and sketches should be used to articulate your answer where appropriate. Your referees noted in Q6 of the Pre-Qualification Questionnaire should be those for the projects used above to describe your relevant experience. References will not be scored individually; however, UKHMF and DCLG reserve the right to take up references for verification of fact.

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<table>
<thead>
<tr>
<th>FORMAT</th>
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<tbody>
<tr>
<td>FIFTEEN SIDES OF A4, AS ONE COMBINED PDF (MAX 10MB)</td>
</tr>
</tbody>
</table>

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41
3. Team Composition (Relevant Skills)

<table>
<thead>
<tr>
<th>REQUIREMENTS</th>
<th>FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please demonstrate, in no more than eight sides of A4, the relevant skills</td>
<td></td>
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<tr>
<td>(as set out on page 26) within your Expression of Interest. These skills</td>
<td></td>
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<tr>
<td>can either be delivered ‘in house’ or subcontracted to other architectural,</td>
<td></td>
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<tr>
<td>landscape design and interpretation design practices and consultancies.</td>
<td></td>
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<tr>
<td>Please note that this process is for the procurement of Architectural Design</td>
<td></td>
</tr>
<tr>
<td>Services, Landscape Design Services and Interpretation Design Services only,</td>
<td></td>
</tr>
<tr>
<td>as set out on page 26 of this document.</td>
<td></td>
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<tr>
<td>Please provide a summary of the details for the Lead Designer practice or</td>
<td></td>
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<tr>
<td>practices (if applicable) who will form part of your offer of architectural</td>
<td></td>
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<tr>
<td>services. This, as a minimum, must include an architect (who will act as</td>
<td></td>
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<tr>
<td>the Lead Designer [and Principal Designer under the Construction and Design</td>
<td></td>
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<tr>
<td>Management Regulations 2015] and should be stated in your response). Please</td>
<td></td>
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<tr>
<td>also provide details of any other sub-consultants who are vital to your</td>
<td></td>
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<tr>
<td>design concept and your core offer of Architectural Design Services,</td>
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<tr>
<td>Landscape Design Services and Interpretation Design Services. This might</td>
<td></td>
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<tr>
<td>also include an artist, a way-finding specialist, a lighting designer,</td>
<td></td>
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<tr>
<td>access consultant, education specialist and any other additional skills you</td>
<td></td>
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<tr>
<td>feel are necessary.</td>
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<tr>
<td>Please demonstrate your skills and expertise in meeting the legal duties as</td>
<td></td>
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<tr>
<td>both Principal Designer and Designer under the Construction and Design</td>
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<tr>
<td>Management Regulations 2015.</td>
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<tr>
<td>Included within your answer to this question should be a proposed project</td>
<td></td>
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<tr>
<td>organogram and CVs of both the proposed project architect and Director/</td>
<td></td>
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<tr>
<td>Partner in charge from the Lead Designer.</td>
<td></td>
</tr>
<tr>
<td><strong>Please note:</strong> a cost consultant, planning consultant and project manager</td>
<td></td>
</tr>
<tr>
<td>are being procured separately by UKHMF and DCLG. The core engineering</td>
<td></td>
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<tr>
<td>disciplines, for example structural and mechanical and electrical engineering</td>
<td></td>
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<tr>
<td>will also be procured separately.</td>
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<tr>
<td><strong>Please note:</strong> UKHMF and DCLG reserves the right to determine the final</td>
<td></td>
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<tr>
<td>composition of the design team appointed and this may include the</td>
<td></td>
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<tr>
<td>appointment of consultants that are not suggested within the competitor’s</td>
<td></td>
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<tr>
<td>bid. For the avoidance of doubt, this is to ensure the correct mix of skills</td>
<td></td>
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<td>and expertise and will not be imposed unreasonably.</td>
<td></td>
</tr>
</tbody>
</table>
4. Media Statement and Images

<table>
<thead>
<tr>
<th>REQUIREMENTS</th>
<th>FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each competitor should also provide a 150-word snapshot of the collaboration that can be used for the media in the event of being shortlisted. This statement should include the lead consultant’s website (if applicable).</td>
<td>TEXT SUBMITTED USING TEXT FIELD IN ONLINE FORM; IMAGES IN JPEG FORMAT, NO MORE THAN 5 MB PER INDIVIDUAL FILE</td>
</tr>
<tr>
<td>This statement should include the following: practice history/background, overview of built projects, awards, publications, exhibitions and design philosophy.</td>
<td></td>
</tr>
<tr>
<td>You should also include two jpeg images of past projects indicating your first and second choice.</td>
<td></td>
</tr>
</tbody>
</table>
EVALUATION CRITERIA

Submissions will be scored in accordance with the selection criteria set out below.

**Summary**

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>TOTAL SCORE AVAILABLE FOR THIS SECTION</th>
<th>WEIGHTING (OF TOTAL SUBMISSION)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. PQQ</td>
<td>Not scored — for information only</td>
<td>0</td>
</tr>
<tr>
<td>2. Relevant Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>10*</td>
<td>10%</td>
</tr>
<tr>
<td>B</td>
<td>10*</td>
<td>10%</td>
</tr>
<tr>
<td>C</td>
<td>10*</td>
<td>10%</td>
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<tr>
<td>D</td>
<td>10*</td>
<td>10%</td>
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<tr>
<td>E</td>
<td>10*</td>
<td>10%</td>
</tr>
<tr>
<td>F</td>
<td>10*</td>
<td>10%</td>
</tr>
<tr>
<td>3. Team Composition</td>
<td>10*</td>
<td>40%</td>
</tr>
<tr>
<td>4. Media Statement</td>
<td>Not scored — for information only</td>
<td>0</td>
</tr>
</tbody>
</table>

*Scored in accordance with the Scoring Approach on Page 45.*
### Scoring Approach

<table>
<thead>
<tr>
<th>SCORE</th>
<th>CLASSIFICATION OF RESPONSE</th>
<th>REASON FOR CLASSIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Unacceptable in whole or part</td>
<td>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.</td>
</tr>
<tr>
<td>2</td>
<td>Poor and significantly below requirements</td>
<td>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.</td>
</tr>
<tr>
<td>3</td>
<td>Poor and below requirements</td>
<td>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.</td>
</tr>
<tr>
<td>4</td>
<td>Satisfactory response but does not meet all requirements</td>
<td>The question is answered satisfactorily overall but some key aspects lack sufficient detail or explanation.</td>
</tr>
<tr>
<td>5</td>
<td>Satisfactory response that meets most requirements</td>
<td>The question is answered satisfactorily for the most part and some aspects lack sufficient detail.</td>
</tr>
<tr>
<td>6</td>
<td>Satisfactory response that meets most requirements and is a good response in some areas</td>
<td>The question is answered well for the most part and in areas is particularly clear and justified.</td>
</tr>
<tr>
<td>7</td>
<td>A strong response that is very satisfactory in all areas and exceeds expectations in some areas</td>
<td>The question is answered very well for the most part and in areas is particularly clear and justified.</td>
</tr>
<tr>
<td>8</td>
<td>A very strong response</td>
<td>The question is answered very well throughout and in all areas is clear and justified.</td>
</tr>
<tr>
<td>9</td>
<td>Outstanding quality response</td>
<td>The question is answered in an outstanding way throughout, meets all requirements and in all areas is extremely clear and justified.</td>
</tr>
<tr>
<td>10</td>
<td>Exceptional response that exceeds the Authority’s requirements</td>
<td>The answer demonstrates an exceptional responses that meets all requirements and exceeds the level of quality required in some key areas.</td>
</tr>
</tbody>
</table>
APPENDICES

A. Pre-Qualification Questionnaire