



SPECIFICATION

PROCUREMENT OF AN ARTS CONSULTANT FOR A WINDRUSH MONUMENT

Reference Number: CPD/004/120/139

1. Introduction

- 1.1. The Windrush Commemoration Committee (WCC), chaired by Baroness Benjamin, is responsible for commissioning a permanent and fitting monument to the Windrush Generation and their descendants at London Waterloo station, in the vicinity of the station's 'Windsor concourse' (the location of the monument is highlighted in section 8 of this specification). The Committee is overseen by the Ministry of Housing, Communities and Local Government (MHCLG).
- 1.2. MHCLG requires a Supplier to deliver specialist support for the project, in a number of areas, including:
 - 1.2.1. Designing an artist's brief;
 - 1.2.2. Gathering artists' designs, running a selection process, and sifting through applications to develop a shortlist;
 - 1.2.3. Inputting into the final contract to be agreed between MHCLG and the selected artist; and,
 - 1.2.4. Providing specialist support and advice as required on areas such as MHCLG's public engagement exercise and advice on future related activities.
- 1.3. Further information on the work of the WCC can be found here:
<https://www.gov.uk/government/organisations/windrush-commemoration-committee>.
- 1.4. The contract will be for a period of up to 8 months, but MHCLG reserves the right to extend the contract for up to a further 12 months.

2. Background

- 2.1. A monument to the Windrush Generation is to be erected in London Waterloo station. MHCLG is completing this work in collaboration with the WCC. The WCC has drafted a brief outlining their vision for the monument, which will be shared with the successful public arts consultant (hereafter referred to as 'the Supplier').
- 2.2. As the lead government department for social integration, this work feeds into MHCLG's objective of creating socially and economically stronger and more confident communities. This project aims to ensure that people of Caribbean descent see that the Government is keen to support and thank them, their descendants and forebears for their substantial contribution to



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the UK economically, socially and culturally. It will also help communities become more confident through embracing positive aspects of their shared identity.

- 2.3. MHCLG requires specific additional support and expertise to oversee the design and creation of the monument.
- 2.4. As outlined in the timeline below, we plan to unveil the monument on 22 June (Windrush Day) 2022. We do not anticipate planning permission will be required since the monument is situated wholly indoors at London Waterloo station.

3. Objectives

- 3.1. The requirements for Suppliers responding to this tender are as follows:

- 3.1.1. Deliver an artist's brief, aligned with the preferences of the WCC which has been commissioned by the Prime Minister to provide advice on how best to create a permanent and fitting tribute to the Windrush generation and their descendants.
- 3.1.2. Work with MHCLG and the WCC to draft a long list of potential designers/artists with experience of working with the British Caribbean community and/or on culturally sensitive projects (to be approved by the WCC); advise on the design and structure of the selection process
- 3.1.3. Deliver an application process for artists' proposals (the application window will remain open for up to 12 weeks); draft assessment criteria and agree with the WCC; invite the long list to bid and oversee assessment of all bids according to the criteria; present shortlisted recommendations to the WCC
- 3.1.4. Provide specialist support and advice as required on areas such as advising on MHCLG's public engagement exercise and future related commemoration activities (set out in more detail at 4.3.6.1 below)
- 3.1.5. Input into the agreement between MHCLG and the successful artist. Assist with shaping this agreement into the relevant contracts between MHCLG and the successful artist. Note that working with MHCLG to secure legal support, including approval from Government lawyers, is expected to be necessary for this workstream.
- 3.1.6. Brief the selected artist on the work expected of them and their contracted commitments.

- 3.2. These outcomes will feed into the high-level objective of the Windrush monument project, which is to deliver a permanent monument to the Windrush Generation located in London Waterloo station. MHCLG is responsible for delivering this objective. The monument will:

- 3.2.1. Enhance awareness and understanding of the outstanding contribution and experience of the Windrush Generation



- 3.2.2. Highlight the ongoing importance of the Windrush Generation to British history
- 3.2.3. Create a permanent place of reflection and inspiration for the general public
- 3.2.4. Create moments of connection and inspiration for those who have had similar experiences, such as migrants from across the Commonwealth and beyond
- 3.2.5. Stimulate a national programme of learning, including an interactive educational programme that is linked to the experience of those recognised by the monument
- 3.3. It is important that shortlisted artists and designs resonate with the British Caribbean community around the UK. MHCLG will therefore manage a public engagement exercise to gather views on the shortlisted artists/designs ahead of selecting an artist.

4. Scope

- 4.1. The Supplier must deliver an artist's brief, produce a long list of potential artists, and set up the process by which these artists can submit designs to be shortlisted. After this point, they must support MHCLG and the WCC to select an artist, following MHCLG's public engagement exercise, and input into the drafting of all relevant contracts between the artist and MHCLG as described in clause 3 (Objectives) above.
- 4.2. All aspects of the Supplier's work are expected to be planned and delivered in line with the relevant Working safely during coronavirus (COVID-19)" guidance: <https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19>.
- 4.3. The below is an approximated plan. Any alterations will be discussed and confirmed by MHCLG and the supplier at the outset of the contract.

4.3.1. Develop an artist's brief

- 4.3.1.1. Develop a comprehensive artist's brief including required themes, costs, physical constraints, structural requirements, site information and maintenance requirements. This should also include evaluation criteria for the shortlisting of artists as well as the winning artist. The brief should be based on the design concept drafted by the WCC which will be shared with the winning Supplier. For example, it should state that the monument must be permanent, of robust material and have disabled accessibility while incorporating figurative imagery of the men, women and children of the Windrush Generation. The artist's brief must be agreed in consultation with the WCC and MHCLG officials. It should state that a plinth will be provided for the artist's work to sit on, and that the selected artist should be willing and able to work



closely with the architect selected, who will preferably be from an up-and-coming and diverse background.

4.3.2. *Research, develop and advertise a long list of potential artists*

4.3.2.1. Work with the WCC and key stakeholders such as galleries and agents to identify potential artists. Develop a long list of those with the expertise and knowledge to design the monument to the Windrush Generation. There is no upper or lower limit on the number of potential artists on the long list, and appropriate parameters should be agreed with MHCLG and the WCC prior to or at the initialisation meeting. The long list should consider the WCC's preference for artists with experience of working with the British Caribbean community and/or on culturally sensitive projects whilst maintaining a fair recruitment process.

4.3.3. *Invite artists' proposals and run a selection process*

4.3.3.1. Develop a fair and open design selection process to identify a lead artist. This should take into consideration of factors such as the proposal's value for money, realistic production/construction timeframes, risk identification/mitigation and the artist's flexibility to work with other parties – particularly the architect. The design selection process should include the following stages:

- Run a selection process to identify an artist. Publicly advertise the opportunity if deemed appropriate
- Work with the WCC to select a shortlist of feasible and fitting proposals submitted by artists
- Support and facilitate shortlisted artists to develop their proposals

4.3.4. *Support MHCLG and the WCC to select the successful artist*

4.3.4.1. Provide any additional specialist advice required by the WCC and MHCLG in order to make a decision on the successful artist design (e.g. on the feasibility and risks associated with artists' designs). The Supplier will also be expected to provide advice and support on MHCLG's public engagement exercise (see section 4.3.6.1.).

4.3.5. *Input into contract drafting*

4.3.5.1. Input into the agreement between MHCLG and the successful artist. Assist with shaping this agreement into the relevant contracts between MHCLG and the successful artist. Note that working with MHCLG to secure legal support, including approval from Government lawyers, is expected to be necessary for this workstream.



- 4.3.5.2. Brief the selected artist on the work expected of them and their contracted commitments.

4.3.6. ***Additional advice and support***

- 4.3.6.1. The Supplier is not expected to directly gather the British Caribbean community's views on the appearance, form and appropriateness of the design brief or shortlisted monument proposals. Instead, the Supplier will refine the WCC's draft concept to develop the artist's brief and input on the shape and structure of MHCLG's subsequent public engagement exercise – which will enable MHCLG to capture feedback from British Caribbean communities and other interested stakeholders on the shortlisted artists' designs.

- 4.3.6.2. The Supplier will also be expected to attend up to six WCC meetings, each lasting approximately two hours. In addition, the Supplier is expected to support the successful artist to collaborate effectively with an up-and-coming architect on the design of the structure on which the monument will sit.

4.3.7. ***Stakeholders***

- 4.3.7.1. This work will involve regular contact and input from stakeholders, primarily:

- **The Windrush Commemoration Committee and its chair Baroness Benjamin** – providing advice on what form the tribute should take, as well as high-level issues such as the selection of an artist to design the monument. MHCLG will continue its secretariat function to the WCC, providing an agenda and minutes for each meeting and managing relationships with the Chair and committee members. The Supplier will be asked to attend meetings when required to provide progress updates and to collaborate with the Committee. WCC meetings are held every 2-3 months, so it is expected that the Supplier will be required to attend 4-6 Committee meetings.
- **Windrush monument cross-government working group** – a group of officials who have previously worked on projects to create a range of monuments and memorials around the country. They provide advice and guidance based on their experience. MHCLG will coordinate and chair meetings, inviting the supplier's contribution where required.
- **Network Rail**, site owners of London Waterloo station – providing advice on technical items relating to the monument's installation and ongoing maintenance and security. MHCLG will manage the relationship between the WCC and Network Rail. Network Rail is responsible for: hosting the monument at Waterloo station; managing



security for the monument; ensuring that the monument is accessible to the public; and providing architectural, planning and compliance support for the monument as set out in the Memorandum of Understanding between Network Rail and MHCLG (also covering restrictions on height, width and weight of the monument).

5. Deliverables/outputs and performance measures

- 5.1. The Supplier should develop a full artist's brief and specification pack, which will detail the scope and criteria for the monument. This should be aligned with the preferences of the WCC as set out in their design concept. *(Please refer to point 4.3.1.)*
- 5.2. The Supplier is expected to identify and work with relevant arts agencies and the WCC to compile a long list of potential artists who can deliver this project in a way which reflects the background, journey, heritage and aspirations of the British Caribbean community. *(Please refer to point 4.3.2.)*
- 5.3. The Supplier is expected to run a selection process of up to 12 weeks for artist's proposals. Invite the long list to bid and oversee assessment of all bids. The Supplier should work with MHCLG and the WCC to design and agree eligibility and assessment criteria and use this to assess all bids received. Based on this assessment, they should present recommendations to be shortlisted to the WCC. The recommendation and scoring should be delivered in writing to MHCLG and presented by the supplier in person at the March 2021 WCC meeting. *(Please refer to point 4.3.3.)*
- 5.4. The Supplier is expected to provide advice on the structure and content of the public engagement exercise, which will be facilitated and run by MHCLG on shortlisted designs. *(Please refer to points 4.3.4. and 4.3.6.)*
- 5.5. The Supplier is expected to input into the contracts signed between MHCLG and the successful artist, accounting for advice and clearance from Government lawyers. This should be completed and approved by MHCLG and the WCC, ahead of the announcement of the artist and design.
- 5.6. The Supplier is expected to brief the successful artist to collaborate effectively with an architect on the design of the structure on which the monument will sit. The architect is expected to be recruited after the artist, and the artist will be consulted before a final architect is selected. *(Please refer to point 4.3.5.2.)*
- 5.7. The Supplier will also be expected to serve as a 'critical friend' to MHCLG's project team, providing feedback on the project timeline, budget breakdown and sequencing of the project. We also expect the successful bidder to create and maintain a project plan to illustrate how each stage of the project will be managed.



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- 5.8. The Supplier is expected to provide verbal reports to the WCC at bi-monthly two-hour meetings as well as short formal written progress updates to MHCLG and the Chair on a weekly basis.
- 5.9. The following performance measures will be used to assess the work of the supplier in the delivery of the monument:
 - 5.9.1. Cost/value for money: That the project is kept within budget and expenditure is kept reasonable and at a fair price
 - 5.9.2. Timeliness: Whether the project remains on track and aligned to the project plan agreed by the Committee
 - 5.9.3. Cultural sensitivity: That the project is delivered in a culturally sensitive manner through engagement with the WCC and the supplier's community networks and contacts, such that all deliverables are achieved in a manner that reflects the views and culture of the Windrush community

6. Contract management arrangements

- 6.1. The work of the Supplier will be overseen by MHCLG officials with input from the Windrush Commemoration Committee and No.10. Overall responsibility for delivery of the monument lies with the WCC chaired by Baroness Benjamin. Further details on the formation and membership of the Committee can be found on the following website:
 - 6.1.1. <https://www.gov.uk/government/organisations/windrush-commemoration-committee>
- 6.2. The Supplier will report into the Committee through MHCLG officials. WCC meetings take place every 2-3 months.
- 6.3. The contract will be managed by MHCLG officials.
- 6.4. The WCC has overall responsibility for the monument and the Supplier will report to, make recommendations for, and seek advice from the Committee.
- 6.5. The Supplier manager will be the incumbent Deputy Director for Faith, Integration and Communities at the Ministry of Housing, Communities and Local Government.
- 6.6. The Supplier will meet with MHCLG officials weekly to report on project progress and communicate their priorities. Short written progress reports will be produced weekly and sent to the chair Baroness Benjamin and the Supplier manager.
- 6.7. The Supplier will be expected to attend WCC meetings, and brief MHCLG officials beforehand, to present more substantive progress reports to committee members.
- 6.8. Further detail on how the project will be managed operationally and strategically is given in the Ways of Working Brief at Annex G

7. Key work strands

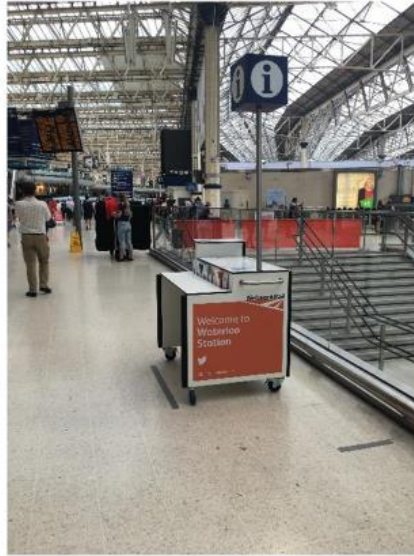


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- Time allowed is subject to change and will be agreed between the supplier and MHCLG. Work strands may run in parallel and are not necessarily consecutive.

	Work strand	Owner	Provisional start/end dates	Duration
1.	Develop artist's brief and long list of potential artists. Design open and fair selection process.	Supplier	Nov - Dec 2020	6 weeks
2.	<i>Announce launch of selection process</i>	<i>MHCLG</i>	Dec 2020	<i>N/A</i>
3.	Run selection process for artists' proposals	Supplier	Dec - Mar 2021	9-12 weeks
4.	Shortlist artists/designs	WCC (Supplier to advise)	Mar 2021	2 weeks
5.	<i>Announce shortlist</i>	<i>MHCLG</i>	Mar 2021	<i>N/A</i>
6.	Public engagement exercise	MHCLG (to advise)	April - Jun 2021	9-12 weeks
7.	Draft design contract(s)	Supplier	April - May 2021	Up to 2 months
8.	Select successful artist/design	WCC (Supplier to advise)	June 2021	2 weeks
9.	<i>Announce winner</i>	<i>MHCLG</i>	Windrush Day 2021	<i>N/A</i>
10.	Artist to complete commission	Artist (Supplier to advise)	Jun 2021 - Jun 2022	12 months
11.	<i>Monument Unveiled</i>	<i>MHCLG</i>	<i>Windrush Day 2022</i>	<i>N/A</i>

8. Position of monument



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9. Glossary

- 9.1. WCC - Windrush Commemoration Committee
<https://www.gov.uk/government/organisations/windrush-commemoration-committee>
- 9.2. MHCLG - the Ministry of Housing, Communities and Local Government
- 9.3. Supplier – the Public Arts Consultancy which is recruited to deliver this work