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**Early Market Engagement Document**

**Muslim War Memorial**

**Ref: CPD4128068**

Authority: Ministry of Housing, Communities & Local Government (“the Authority).

**Date Response required:**  **by 1pm on Friday 28th February 2025**

# PURPOSE

* 1. This Early Market Engagement (EME) seeks information in preparation for a potential competitive process to select a Potential Supplier(s)/Grant Recipient(s) (from herein referred to as a “**Potential Supplier/Grant Recipient**”) to design, commission and maintain a War Memorial in the United Kingdom to recognise the sacrifice and duty of Muslims from the Indian Subcontinent, the Middle East, North Africa, and around the World who served in Britain’s armed forces in the two World Wars and subsequently. The UK government plans to provide capital funding of up to £1 million towards the costs of the memorial. This is subject to change and the actual funding value will be confirmed following the conclusion of a business planning exercise in early 2025.

The purpose of this EME is to:

* + 1. help define the requirement
    2. understand the market appetite to deliver the requirement
    3. help provide a better understanding of the feasibility of the timescales in the delivery of the project
    4. understand the best approach to the delivery of the memorial
    5. understand the capacity of the market to deliver and possible risks involved
    6. provide the market with an opportunity to ask questions, raise queries and any issues to be addressed at an early stage.

1.2 The Authority shall maintain commercial confidentiality of information received during the EME.

# INTRODUCTION

* 1. It is estimated that there are circa 70,000 War Memorials in the United Kingdom, including a number that have been built to rightly commemorate the sacrifices of Christian, Hindu, Jewish and Sikh service men and women. However, a prominent War Memorial for Muslims does not currently exist.
  2. The Authority is therefore developing plans to select a Supplier(s)/Grant Recipient(s) to design, commission and maintain a fitting and enduring Muslim War Memorial located in the United Kingdom. Existing war memorials vary significantly in terms of form and style and consequently the Authority is not at this stage seeking to be overly prescriptive in terms of design.
  3. It is imperative however that the memorial is situated in a prominent location which is easily accessible to both Muslim and non-Muslim communities, thus serving as a focal point for people of all backgrounds to gather and to encourage reflection on shared experiences.
  4. We would like to explore how the memorial might play an educational role, ensuring that people of all backgrounds and ages are able to learn about and understand the sacrifices made by Muslims in the British and Armed forces during World War 1 and 2. Potential Suppliers/Grant Recipients are encouraged to be innovative in how they seek to deliver the educational aspect of the project.
  5. At this stage, we anticipate that the funding provided by the Authority will contribute primarily towards the capital costs of delivering the memorial and that a smaller proportion may potentially be used to fund an educational component. As this will be a permanent memorial, Potential Suppliers/Grant Recipients will need to demonstrate how they will meet the ongoing maintenance and educational service costs following the cessation of government funding.

# HIGH LEVEL OUTLINE PROJECT OUTCOMES REQUIRED

* 1. **To deliver a high quality, permanent memorial** which commemorates the Muslims who fought and lost their lives serving in the British Armed forces during World War 1 and World War 2.
  2. **To engage with a wide range of stakeholders across the United Kingdom,** during the design and delivery of the memorial and educational services. This is vital given the prominence and national significance of the memorial.
  3. **To explore how the memorial might serve as a means of educating people of all generations and from both Muslim and non-Muslim communities** on the significant contribution made by Muslims to Allied forces during World War 1 and World War 2. This is intended to challenge any negative or ambiguous beliefs surrounding the settlement and contributions of Muslim communities in the United Kingdom.
  4. **To build social cohesion, including between Muslim and non-Muslim communities.**

The memorial will serve as a focal point for people of all backgrounds to gather and encourage reflection on shared heritage and experiences.The memorial will also challenge any negative or ambivalent beliefs and attitudes surrounding the settlement and contributions of Muslim communities in Britain by demonstrating their contribution.

* 1. **Community Collaboration in development of the design and delivery of the memorial.**

Activities that demonstrate:

* Understanding of national and local demographics, for the design of the memorial to be delivered under the contract/grant funding agreement.
* Methods for engaging with different parts of the community (including the education system) and how communities come together to inform decisions, strategy, and projects to leave a positive legacy for future generations. This might include for example: engagement events; awareness campaigns and outreach activities; focus groups; ‘anchor institutions’ such as educational establishments and health trusts; Local Economic Partnerships (LEPs); charities; industry or community representative bodies.
* Measures to involve local stakeholders and/or users in in the design of the memorial
* Plans for positive actions with community groups.
* Measures to build trust, gain credibility and build relationships to increase community integration and trust.
* Flexibility in responsiveness and ability to adapt in approach to community engagement and initiatives.
* Support to community-led initiatives relevant to the contract/grant funding agreement.
  1. **Social Value Outcome: Improve Community Integration**

This project carries a high degree of social value by creating a memorial to honour the Muslims who fought and lost their lives alongside British and Allied forces during the two World Wars.

OUTPUTS/DELIVERABLES

* 1. The potential Supplier/Grant Recipient will deliver the following:
     1. Bring together a team to manage all aspects of the design, commissioning, installation and maintenance of the memorial.
     2. Secure the land (and planning permission/consents) for the site of the memorial.
     3. Define the procurement of and manage and co-ordinate all sub-contractors and sub-consultants. (if applicable)
     4. Develop, manage and report against the project delivery programme.
     5. Develop, manage and report on project costs.
     6. Consult with all statutory and local authorities as required.
     7. Set up quality management systems and deliver the project to required levels of quality.
     8. Develop and implement a plan to deliver and report on the educational/community engagement services required for this project.
     9. Develop and implement a plan for the maintenance of the memorial and delivery of the educational and community engagement services after the cessation of Government funding.
     10. Deliver demonstrable value in areas such as Environment and Sustainability.

# KEY DATES & TENDERING/COMPETITIVE AWARD PROCESS

* 1. If the Authority decides to proceed with the project, it is anticipated that a procurement/competitive process may start in April 2025 with the contract or grant funding agreement to commence by November 2025. These are indicative dates for information purposes only. The Authority reserves the right to amend these dates at any time, and Potential Suppliers/Grant Recipients rely on them entirely at their own risk.

# RESPONSE

# Please answer the Early Market Engagement questions below and return by email to [muslimwarmemorial@communities.gov.uk](mailto:muslimwarmemorial@communities.gov.uk) by 1pm on Friday 28th February 2025 (the “Response Deadline”). Please use the reference Muslim War Memorial EME in the subject line of your email.

**Early Market Engagement Document**

**Potential Supplier/Grant Recipient Details**

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| Q1 Would you be interested in bidding for the project which includes the following requirements? |
| Q1. Response:   1. Design of the memorial – Yes/No 2. Commissioning of the memorial – Yes/No 3. Land/Access to the land required to deliver the memorial- Yes/No 4. Installation of the memorial – Yes/No 5. Maintenance of the memorial – Yes/No 6. Potential educational component (see 2.1.5) Yes/No 7. All of the above – Yes/No |
| Q2. Please provide details of the **lead** supplier and any sub-contractors/consultants (if known), that you intend to use to deliver the project requirements, including their role on the project and status as a Limited Company, PLC, Charity, etc. Please include Company/Charity Registration No where appropriate. |
| Q2. Response: |

**Project Delivery Experience**

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| Q3. In no more than 500 words, please outline your proposed vision for the Muslim memorial, including any locations that you consider suitable. You may include graphics or drawings in addition to the 500 words if required. |
| Q3. Response: |

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| Q4. Do you have previous experience of delivering memorials/specialist public arts? If so, please outline any previous projects you have worked on and how you were involved, including any that involved Islamic architecture or similar, gaining planning consent and liaising with external stakeholders.  Please also advise if any of the previous projects were grant funded.  You may include graphics or drawings and web links to previous projects, but please do not include generic company literature or brochures as they will not be read. |
| Q4. Response: |

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| Q5. Including obtaining planning permissions and consents, what do you think would be the key risks to delivering the memorial? How would you suggest these risks are mitigated? |
| Q5. Response: |

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| Q6. Starting from the date of the contract/grant award, please provide an estimated timeframe (in months) for the design, commissioning and installation of the memorial. |
| Q6. Response: |

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| Q7. We have stated that we would like to explore the potential for the memorial to be used as a means of educating people on/enhancing awareness of/ the contributions that Muslims made to Allied Forces during the world wars. What do you envisage would be the best way of achieving this and what metrics would you suggest to measure impact? |
| Q7. Response: |

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| Q8. How would you approach the cultural nuance and diversity of the project outcomes outlined in Section 3 of this document? |
| Q8. Response: |

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| Q9. In your opinion, what is the level of risk of modern slavery in your proposed supply chain? Can modern slavery risks be managed / mitigated and if so, how? |
| Q9. Response: |

**Costs and Funding**

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| Q10. What is your initial cost estimate for the delivery of the memorial, noting the maximum Government funding allocation of up to £1 million? Please add a brief narrative explaining how each cost estimate has been built up. |
| Q10. Response:  Design of the memorial – £  Commissioning of the memorial – £  Land/Access to the land required to deliver the memorial - £  Installation of the memorial – £  Maintenance of the memorial (per annum) – £  Annual cost for delivering the educational element of the project - £  Other Costs (please list below):  **Note:** Consideration should be given to any potential match funding opportunities or other 3rd party funding suggestions |

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| Q11.What suggestions do you have to meet the costs of maintaining the memorial and potentially delivering the educational services following the cessation of Government Funding? |
| Q11. Response: |

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| Q12. What commercial or financial structure would best serve delivery of this project noting the requirement for as much cost certainty as possible e.g. Priced Activity Schedule, Stage Payments, etc? |
| Q12. Response: |

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| Q13. Linked to Q12, under the contract or grant funding agreement, the costs of delivering the project may be reimbursed in arrears. What (if any) financial challenges would this present? How would you propose to mitigate these challenges? |
| Q13. Response: |

**Environmental Impact**

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| Q14. What would you deem to be the key environmental impacts of relating to the memorial? How would you mitigate these impacts? |
| Q14. Response: |

**Further comments**

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| Q15. Do you have any further comments or suggestions regarding the requirements of the project? |
| Q15. Response: |

# QUESTIONS AND CLARIFICATIONS

* 1. Potential Suppliers/Grant Recipients may raise questions or seek clarification regarding any aspect of this EME document up until **5 pm on Tuesday 18th February 2025**. We will aim to reply to all questions by **5 pm on Friday 21st February 2025**. Questions must be submitted by email to muslimwarmemorial@communities.gov.uk only. Please use the reference Muslim War Memorial in the subject line of your email.
  2. To ensure that all Potential Suppliers/Grant Recipients have equal access to information regarding this EME exercise, responses to any questions raised by Potential Suppliers/Grant Recipients will be collated into a “Questions and Answers” document, which will be published as a new attachment to the original notices on Contracts Finder and circulated by email to respondents that have already submitted a completed questionnaire.
  3. Responses to questions will not identify the originator of the question.
  4. If a Potential Supplier/Grant Recipient wishes to ask a question or seek clarification without the question and answer being revealed, then the Potential Supplier/Grant Recipient must state this in their email and provide its justification for withholding the question and any response. The Authority will carefully consider any such application, and if the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Potential Supplier/Grant Recipient will be invited to decide whether:

the question/clarification and the response should in fact be published; or

it wishes to withdraw the question/clarification.

# GENERAL CONDITIONS

* 1. This EME will help the Authority to refine its requirements and to understand the potential level of interest in the delivering requirements. It will also aid Potential Supplier/Grant Recipient’s understanding of the requirements in advance of any formal competitive/tender exercise.
  2. The Authority reserves the right to change any information contained within this EME at any time, and Potential Supplier/Grant Recipients rely upon it entirely at their own risk.
  3. The Authority reserves the right not to proceed with a competitive/tender exercise after this EME or to award any contract/ grant funding.
  4. Any and all costs associated with the production of such a response to this EME must be borne by the Potential Supplier/Grant Recipient.
  5. Information contained within this document is confidential and must not be revealed to any third party without prior written consent from the Authority.
  6. No down-selection of Potential Supplier/Grant Recipients will take place as a consequence of any responses or interactions relating to this EME.
  7. The Authority expects that all responses to this EME will be provided by Potential Supplier/Grant Recipients in good faith to the best of their ability in the light of information available at the time of their response.
  8. The Authority reserves the right to conduct follow up meetings with Potential Supplier/Grant Recipients to discuss their response to this EME, in order to further inform its project delivery strategy, at the Authority’s sole discretion.

No information provided by a Potential Supplier/Grant Recipient in response to this EME will be carried forward, used or acknowledged in any way for the purpose of evaluating the Potential Supplier/Grant Recipient, in any subsequent form, in any subsequent formal procurement process.