



DRAFT SPECIFICATION
Windrush Monument

Reference Number: CPD 004 120 139

1. Introduction

- i. 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 'Victory Arch' (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).
- ii. MHCLG requires a supplier to deliver specialist support for the project, in a number of areas, including:
 - Designing an artist's brief;
 - Gathering artists' designs, running a selection process, and sifting through applications to develop a shortlist;
 - Working with the WCC to identify an architect to collaborate with the artist to the design the plinth on which the monument will be placed;
 - Drafting the final contracts to be agreed between MHCLG, the selected artist, and the architect responsible for designing the plinth; and,
 - Providing specialist support and advice as required on areas such as supporting MHCLG's public engagement exercise and advice on future related activities.
- iii. Further information on the work of the WCC can be found here:
<https://www.gov.uk/government/organisations/windrush-commemoration-committee>.
- iv. The contract will be for a period of up to 12 months, but MHCLG reserves the right to extend the contract for up to a further 12 months.

2. Background

- i. 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 Committee has drafted a brief outlining their vision for the monument which will be shared with the successful supplier.
- ii. 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 the UK economically, socially and culturally. It will also help communities become more confident through embracing positive aspects of their shared identity.

- iii. MHCLG requires specific additional support and expertise to oversee the design and creation of the monument.

3. Objectives

- i. The requirements for suppliers responding to this tender are as follows:
 - Deliver an artist's brief, aligned with the preferences of the WCC and the wider British Caribbean community
 - Work with WCC to draft long list of potential designers/artists with culturally relevant experience; advise on design and structure of the selection process
 - Deliver an application process for artist's proposals (the application window will remain open for up to 12 weeks); invite long list to bid and oversee assessment of all bids; present shortlisted recommendations to the Windrush Commemoration Committee
 - Provide specialist support and advice as required on areas such as supporting MHCLG's public engagement exercise and future related activities (set out in more detail at 4.7 below)
 - Work with the WCC to identify an architect to collaborate with the artist on the design of the plinth on which the monument will be placed. We are looking to work with an up and coming architect from a culturally diverse background, and so the supplier should work with specialist organisations to find the architect. This process should be run in parallel with work to select an artist and therefore should be completed by the announcement of the selected artist
 - Write a design contract, brief the selected artist and the architect responsible for designing the plinth, and draft an artwork development contract (to be agreed by the lead artist and MHCLG)
- ii. 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:
 - Enhance awareness and understanding of the outstanding contribution and experience of the Windrush Generation



- Highlight the ongoing importance of the Windrush Generation to British history
 - Create a permanent place of reflection and inspiration for the general public
 - Create moments of connection and inspiration for those who have had similar experiences, such as migrants from across the Commonwealth and beyond
 - Stimulate a national programme of learning, including an interactive educational programme that is linked to the experience of those recognised by the monument
- iii. 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

- i. 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.
- ii. The below is an approximated plan. Any alterations will be discussed and confirmed by MHCLG and the supplier at the outset of the contract.

4.1: Develop an artist's brief

- iii. Develop a comprehensive artist's brief including required themes, costs, physical constraints, structural requirements and maintenance requirements. This should also include evaluation criteria and site information. Agree the brief in consultation with the WCC and MHCLG officials.

4.2: Research, develop and advertise a long list of potential artists

- iv. 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. Consider the WCC's preference for culturally sensitive artists whilst maintaining a fair recruitment process.

4.3: Invite and run selection process for artists' proposals

- v. Work with the WCC to develop a design selection process to identify a lead artist. This should include the following stages:
 - Run a selection process to identify an artist. Publicly advertise the opportunity if deemed appropriate.



- Oversee the creation of a panel to select a shortlist of artists from proposals received.
- Support and facilitate shortlisted artists to develop their proposals

4.4: Select an architect to support on the design of the plinth

- vi. Work with the WCC to identify an architect to collaborate with the artist on the design of the plinth on which the monument will be placed. The architect should be from a culturally diverse background and the supplier should work with specialist organisations to find the architect. This process should be run in parallel with the process to select an artist and therefore should be completed by the announcement of the selected artist.

4.5: Select the artist

- vii. 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 4.7).

4.6 Draft design contracts

- viii. Draft design contracts to be agreed between: a) MHCLG and the selected artist; and b) MHCLG and the architect responsible for designing the plinth.
- ix. Brief the selected artist and the architect responsible for designing the plinth.

4.7: Additional advice and support

- x. The supplier will provide MHCLG with advice and support on delivering a public engagement exercise to hear feedback from British Caribbean communities and other interested stakeholders on the shortlisted designs. MHCLG will be leading the design of the engagement process but will expect to draw on the expertise of the successful supplier to ensure engagement is well-structured and wide-reaching.
- xi. The supplier will also be expected to attend 4-6 WCC meetings, each of which lasting approximately 2 hours.

4.8: Stakeholders

- xii. 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).
- **London Borough of Lambeth**. As the relevant local authority, some collaboration with Lambeth Council may be required. However, we do not anticipate planning permission will be required since the monument is situated wholly indoors at London Waterloo Station.

5. Deliverables/outputs and performance measures

- i. 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 and the wider British Caribbean community.
- ii. The supplier is expected to identify and work with agencies and the WCC to compile a long list of potential artists who can deliver this culturally sensitive project.
- iii. 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. Present recommendations to be shortlisted to the WCC.
- iv. 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.
- v. The supplier is expected to work with the WCC to identify an architect to collaborate with the artist on the design of the plinth on which the monument will be placed.



- vi. The supplier should develop a design contract, brief the selected artist and the architect of the plinth, and draft an artwork development contract. This should be completed and approved by MHCLG and the WCC, ahead of the announcement of the artist and design.
- vii. 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 hold a project plan to illustrate how each stage of the project will be managed.
- viii. The supplier is expected to provide verbal reports to the WCC at bi-monthly meetings as well as formal weekly progress updates to MHCLG and the Chair.
- ix. The following performance measures will be used to assess the work of the supplier in the delivery of the monument:
 - Timeliness: Whether the project remains on track and aligned to the project plan agreed by the Committee
 - Cost/value for money: That the project is kept within budget and expenditure is kept reasonable and at a fair price
 - Community engagement: That the project is delivered in a culturally sensitive manner which takes into account the views and culture of the Windrush Community, including via the WCC, and that the community feels engaged and consulted on the progress of the work

6. Contract management arrangements

- a. 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 website:
<https://www.gov.uk/government/organisations/windrush-commemoration-committee>
- b. The supplier will report into the Committee through MHCLG officials. WCC meetings take place every 2-3 months.
- c. The contract will be managed by MHCLG officials.
- d. The WCC has overall responsibility for the monument and the supplier will report, make recommendations and seek advice from the Committee.
- e. The supplier manager will be the incumbent Deputy Director for Integration and Faith at the Ministry of Housing, Communities and Local Government.
- f. The supplier will meet with MHCLG officials weekly to report on project progress and communicate their priorities. Progress reports will be produced weekly and sent to the chair Baroness Benjamin and the supplier manager.



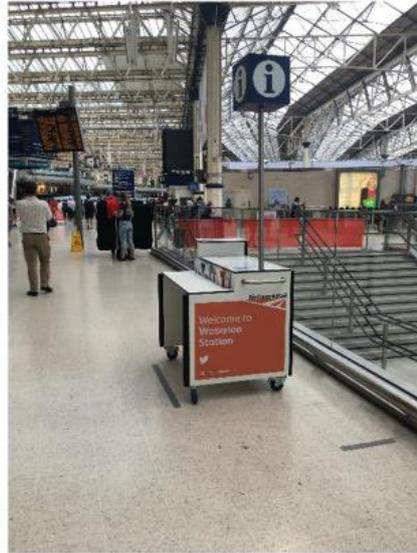
- g. The supplier will be expected to attend WCC meetings, and brief MHCLG officials beforehand, to present more substantive progress reports to committee members.

7. Key work strands

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

Work strand	Owner	Time allowed
Develop artist's brief and long list of potential artists. Design selection process.	Public Arts Consultant	6 weeks
<i>Announce launch of selection process</i>	<i>MHCLG</i>	<i>N/A</i>
Run selection process for artists' proposals	Public Arts Consultant	9-12 weeks
Shortlist artists/designs	WCC (PAC to advise)	3-4 weeks
<i>Announce shortlist</i>	<i>MHCLG</i>	<i>N/A</i>
Public engagement exercise	MHCLG (PAC to advise)	9-12 weeks
Select successful artist/design	WCC (PAC to advise)	1 month
Select architect to design plinth	PAC in collaboration with WCC and other organisations	3 months
Draft design contract(s)	Public Arts Consultant	Up to 3 months 1 week after winner has been selected
<i>Announce winner</i>	<i>MHCLG</i>	<i>N/A</i>

8. Position of monument



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9. Glossary

- a. WCC - Windrush Commemoration Committee
<https://www.gov.uk/government/organisations/windrush-commemoration-committee>
- b. MHCLG- The Ministry of Housing, Communities and Local Government
- c. PAC- Public Arts Consultancy