

DESIGN MATTERS

# ACHIEVING QUALITY OUTCOMES THROUGH WELL-RUN COMPETITIONS



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“For as long as I have been an architect the RIBA Competitions team has been supporting clients in opening doors for talent, whether as established or a new practice. I have enjoyed being an entrant to their well-run competitions; an occasional judge and on a few occasions a winner! Long may their important work continue.”

Simon Allford, RIBA President; Executive Director,  
Head of Design Studio at Allford Hall Monaghan Morris

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Good design is invaluable, bringing immediate and lasting benefits. These include improving people’s lives, reducing the built environment’s carbon footprint, and generating long-term value to both the client and the building user. Good design becomes great design when the aims and aspirations of client, architect and the future needs of society are well-communicated, clearly understood and mutually aligned.

The use of well-run architectural design competitions is an excellent way to achieve this. Competitions can help prioritise great design from the outset and can be a highly successful procurement model and can:

- Drive innovation, stimulate creativity and generate a range of ideas
- Deliver opportunities for architects to offer choice to clients
- Find the right team for the job and encourage collaboration from the outset
- Achieve high-quality design
- Facilitate engagement with key stakeholders, community groups and the general public
- Raise awareness and profile of the project, client and design team

Of course, not all projects are suitable for a competition, for example, where a client already has a team with whom they have a trusted, established working relationship or if the client wants to start a long-term relationship with an architect but doesn't yet have fixed ideas about their requirements.

But when they are right for a project, well-run competitions can provide better choices for clients, more opportunities for architects and designers and can produce an outcome that is far better than anticipated.

Some of the most celebrated design talents have been discovered through competitions, which can offer unparalleled opportunities for unknown young practices to compete on equal terms with established firms.

Simon Allford  
RIBA President

# What makes a good competition?

The fundamentals of a good competition are a project brief with a clear vision, an evaluation panel comprising relevant expert design professionals, and a strong client commitment.

The process should be planned carefully, and consideration given to appointing specialist competition managers. As a guide, well-managed competitions should include the following:

- An honoraria payment or prize money for shortlisted entrants that reasonably reflects the amount of design output required, and the time frame allowed for design.

- A nominated evaluation panel listed in the briefing information comprising professionals with relevant industry or sector experience as well as key decision makers from the client body and at least one architect.
- A mechanism for unsuccessful entrants to request feedback about their entry to support continuous improvement.
- A clearly stated objective and post-competition commitment.
- A comprehensive brief, clearly defined competition structure, rules and programme.
- Clarity that designer's work will not be used without their permission and only in accordance with the UK's Copyright, Designs and Patents Act 1988.

All RIBA-managed competitions follow these best practice principles and are independent and impartial, bearing no allegiance to a particular design team or method of procurement. An integral characteristic is that they involve an experienced Competition Architect Adviser who provides unbiased support and guidance to the client team throughout the process.

On the following pages are a selection of case studies which show the broad range of projects that have been delivered through the RIBA Competitions process.



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## BIRMINGHAM

# Birmingham Centenary Square

Architect **Graeme Massie Architects**  
 Client **Birmingham City Council**  
 Project value **£16m**  
 Sector **Landscapes**

Graeme Massie Architects won the competition to redesign Birmingham's Centenary Square. The square provides a new civic space within the heart of Birmingham, and a setting for some of the city's most important public buildings. A grid of slender columns, providing light and event infrastructure, defines the square and urban volume. The resultant space is one which has a clear identity and acts as a backdrop to both communal events and personal experiences at all times of the year. It is both formal and informal; intimate and expansive.



"When redeveloping Centenary Square, we needed a design that would stand out on the international stage. We were delighted when the RIBA design competition attracted 185 entries from 32 different countries. Working with RIBA competitions, we had access to designers throughout the world. The professional support and advice given, as we set up the website and managed the competition, was invaluable. The completed Square stands as a testament to all involved. Birmingham has a Square that they are proud of." Jim Wilson, Project Delivery Manager, Birmingham City Council.



© Joao Souza

LONDON

# Centre Building – London School of Economics and Political Science

Architect **Rogers Stirk Harbour + Partners**  
 Client **London School of Economics and Political Science**  
 Project value **£78m**  
 Sector **Education**

Rogers Stirk Harbour + Partners (RSHP) won the competition for the new Centre Building at the London School of Economics and Political Science (LSE). The LSE were seeking world-class architecture to match their international academic reputation. RSHP have designed beautiful, dynamic buildings around the world and they offered an elegant, thoughtful competition design solution. The new Centre Building is one for the university and for the city as it enhances the surrounding public spaces as well.



“The LSE has completed three RIBA competitions since 2009. The true power of a design competition is that it allows creative freedom in response to a brief. The benefit to the LSE is that the process is organised by the recognised architectural body and they administer the whole process. It is also completely open and transparent. By using the RIBA it allows us to reach a larger pool of architects within the UK and internationally which we feel is important and aligns with our international staff and student profile. The LSE are committed to the design competition process and it will be the cornerstone of future major developments.” Kenneth Kinsella, Director of Capital Development, Estates Division, London School of Economics and Political Science.



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BIRMINGHAM

# Eternal Wall of Answered Prayer

Architect **Snug Architects**  
 Client **Eternal Wall of Answered Prayer**  
 Sector **Structure**

The Eternal Wall of Answered Prayer is a visionary project to create a new dramatic and inspirational landmark in the UK, a piece of public art of national significance. It will be constructed of a million bricks, or equivalent, each representing an answered prayer and inspiring the nation to pray. Snug Architects were announced as the winners and the architectural sculpture will use state of the art technology so that visitors can use their phones to read the answered prayers which each brick relates to.

The 50-metre high arching structure which dominates Snug’s design will be situated on a strategic 10-acre site between the M6, M42 and HS2 at Coleshill Manor on the edge of Birmingham, and is expected to be seen by more than 500,000 people every day. The project has received planning permission and is due to start on site.



NORWICH

## Goldsmith Street

Architect **Mikhail Riches**  
 Client **Norwich City Council**  
 Project value **£14.9m**  
 Sector **Housing**

The winners of the competition, Mikhail Riches, developed the scheme at Goldsmith Street with sustainability and community in mind. Goldsmith Street was master-planned around sustainable principles to make best use of the sun. Streets are set out so the main elevations face south and north, benefiting from solar winter gains, whilst preventing summer overheating with simple shading devices over all windows facing south. Roof pitches are carefully modelled to avoid overshadowing in winter and internal layouts configured so that the most habitable rooms face south.

To achieve a very low heating demand, high levels of air tightness, thermal insulation and high-quality triple glazed windows are used to reduce heat loss, all the homes are certified Passivhaus. Goldsmith Street won the RIBA Stirling Prize in 2019.

"Mikhail Riches are always delighted to see a new RIBA competition coming out, as we know it will be fair and well-run. An RIBA competition is also a clear sign that the client is ambitious for their project, the most important ingredient in any successful piece of architecture." David Mikhail, Founding Director, Mikhail Riches.

© Tim Crocker



MANCHESTER

## Hallé St Peter's – The Oglesby Centre

Architect **stephenson hamilton risley STUDIO**  
 Client **Hallé Concerts Society**  
 Project value **£4.7m**  
 Sector **Cultural**

stephenson hamilton risley STUDIO were selected as winners of the competition for a new-build extension at Hallé St Peter's as part of the project to transform the Grade II listed former church building into a rehearsal area with education and ancillary spaces for the Hallé Orchestra, Choir and other ensembles. The winning design provided a noteworthy addition to the architectural heritage of the former cotton mill area of the city and the existing building's ecclesiastical architecture. Access to the upper level is via a dramatic staircase that is illuminated by a large glass roof that provides views of the adjoining church spire.



"The RIBA competition was a great success attracting significant interest from a high quality field from across Europe. As the first building the Hallé had ever commissioned there were a number of challenges involved in the project, not least the relationship between the new building and the existing Grade II listed former church. The RIBA Competitions team were incredibly supportive throughout the process, providing valuable assistance in the development of a strong competition brief and helpful guidance during the shortlisting and interview stages. The competition enabled us to appoint a top class design team led by stephenson hamilton risley STUDIO and we are delighted with their work and very proud of The Oglesby Centre, the fine building they have delivered for us." Martin Glynn, Hallé Venues Director.

© Daniel Hopkinson



© British Antarctic Survey

ANTARCTICA

## Halley VI British Antarctic Research Station

Architect **Hugh Broughton Architects**  
 Client **British Antarctic Survey**  
 Project value **£26m**  
 Sector **International**

This international competition was to design a new scientific research station in one of the Earth's most extreme environments, Antarctica, on a floating ice shelf 900 miles from the South Pole. The winning scheme was designed by Hugh Broughton Architects, working with Faber Maunsell. It comprises six interconnected modules and is built on a series of mechanical legs on skis that enable it to be relocated when necessary. It is home to 16 people in the winter and 52 during the Antarctic summer. The station allows long-running research on global climate change



to continue at the site where the ozone hole was discovered. "RIBA competitions provide a fantastic vehicle for architects to experiment, explore new ideas and trial innovative techniques. Our own practice has been built upon success in RIBA competitions and it's a pleasure now to occasionally work alongside the team as an RIBA Adviser and watch other practices make their way through this fabulous medium." Hugh Broughton, Hugh Broughton Architects.



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NATIONWIDE

## Home of 2030

Joint Winners **igloo Regeneration, Useful Projects, Expedition Engineering and MawsonKerr Architects/Openstudio with Hoare Lea, LDA Design and Gardiner & Theobald**  
 Client **HM Government**  
 Sector **Housing**

The Home of 2030 design competition aimed to attract the best and brightest talent from the housing industry to design the home of the future. The competition promoted the collaboration of small businesses, designers and manufacturers to come forward with ideas for sustainable homes that supported people in leading independent, fulfilling lives as our society ages.

On 4 December 2020, Rt Hon Christopher Pincher MP, Minister of State for Housing, announced the joint winners of the Home of 2030 competition as +Home by igloo Regeneration with Useful Projects, Expedition Engineers and MawsonKerr Architects and Connector Housing by Openstudio with Hoare Lea, LDA Design and Gardiner & Theobald. The winners and other shortlisted teams are now invited to meet Homes England's development partners to discuss their ideas further.

Speaking at the HOMES UK conference, Minister of State for Housing Rt Hon Christopher Pincher MP said: "The Home of 2030 competition was born out of this government's ambition to meet the grand challenges of our time: helping our country adapt to an ageing society, while fighting climate change and boldly pursuing our 2050 net zero commitments. Two entries really captured the judges' imaginations: their designs show the way housing in this country can be reimaged and for that, I would like to sincerely congratulate both winners of these worthy awards."



© RIBA Competitions

LIVERPOOL

## Institute in the Park

Architect **Hopkins Architects**  
 Client **Alder Hey Children's Hospital**  
 Project value **£24m**  
 Sector **Health**

Competition winners, Hopkins Architects, completed the Institute in the Park in summer 2018. The building is located on the site of the old hospital, adjacent to the new Children's Hospital. The building houses a mixture of spaces to support the needs of the NHS Trust and their four university partners – research and teaching laboratories, offices, meeting rooms, lecture theatres, breakout spaces, a café and a library. Timber has been used both internally and externally to respond to both its parkland setting and avoid an institutional environment. The modular nature of the façade has not only reduced installation time, but has provided value for money for the NHS Trust and will provide a long-life building.



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LONDON

## Kingston University London's Town House

Architect **Grafton Architects**  
 Client **Kingston University London**  
 Project value **£50m**  
 Sector **Education**

Kingston University London's Town House competition was to design a new building that would provide a welcoming gateway to the campus and serve as the public face of Kingston University. The new building reinforces Kingston University's vision to be internationally recognised for its creative approach to education, with practical outcomes that benefit people and communities.

Grafton Architects' proposal was selected as it provided a special, dynamic learning environment and was designed as a direct response to Kingston's vision for openness, interaction, connection with students and connection with the wider community. The request for an 'open university' in the true sense of the word, combining a rich mix of activities.

"It was important to us at Kingston to demonstrate how serious we are about good design and to secure a world class architect with the capability to reflect our ambitions for this significant building. We wanted a quality building which will enable us to deliver our aspirations for educational innovation as well as allowing us to set the sustainability agenda. The RIBA competition office supported us very effectively and the process delivered an excellent design." Sean Woulfe, Director of Estates and Sustainability, Kingston University of London.



© Harper Perry

HULL

## Living with Water

Architect **Harper Perry**  
 Client **Hull City Council**  
 Sector **Housing**

This international ideas competition on behalf of Hull City Council was to design a new waterfront housing development, with the ambition of creating a unique and distinctive urban neighbourhood. The competition involved two prestigious waterfront city centre locations, Humber Quays West and Hull Arena. Hull is a city built around water, which brings both opportunities and challenges. Whilst waterside living is seen as an attraction, the risk of flooding must be addressed through good design.

Entrants were asked to embrace the principles of 'living with water' and produce innovative designs to deal with flood risk. From a strong shortlist Harper Perry were unanimously selected as the winner by the evaluation panel.

"This fascinating competition is just the latest chance for Hull to again show we are nothing short of a world leader in water resilience. Humber Quays West and Hull Arena are two of the city's most prestigious redevelopment opportunities. This winning design shows how forward-thinking this city will be when developing sites such as this, with water in mind." Councillor Daren Hale, portfolio holder for planning, land and property.



© Allies and Morrison

OMAN

## Madinat Al Irfan

Architect **Allies and Morrison**  
 Client **Oman Tourist Development Company (OMRAN)**  
 Sector **International**

This international competition was to create a masterplan for a new city, Madinat Al Irfan, outside the Sultanate's capital, Muscat in Oman. This exemplar urban project, will act as a model for future sustainable development for growing cities, will create a new capital district for the Muscat region, embracing Omani culture and heritage by learning from the past to inform a future built environment.

Allies and Morrison won the competition for the masterplan of the new downtown area for the Muscat capital district. The new city will be located on a site extending to over 7.4 million square metres, with strategic links to the nearby Muscat International Airport and the Oman Convention and Exhibition Centre. The project has a 40 year plan which is underway.

"Al Irfan is the Sultanate's largest mixed-use urban development project, and we wanted to ensure it is designed in a sustainable manner while reflecting the uniqueness of Omani culture and aligns with the Sultanate's long-term developmental strategy. We are delighted that the RIBA Competitions process enabled us to achieve such a successful result, which has led to the appointment of Allies and Morrison, a world-class firm in architecture and urban design." Eng. Wael Al Lawati, OMRAN's Chief Executive Officer.



© AECOM

LONDON

## Moorfields Eye Hospital

Architect **AECOM/Penoyre and Prasad with White Arkitekter**

Client **Moorfields Eye Hospital NHS Foundation Trust, University College London and Moorfields Eye Charity**

Project value **£400m**

Sector **Health**

This project was a joint venture between Moorfields Eye Hospital NHS Foundation Trust, University College London and Moorfields Eye Charity. The partnership includes the planning, designing, building and operating of a new integrated care, education and research facility at

a site at St Pancras Hospital in London.

This competition presented a rare and complex design challenge for architects worldwide to create a new, state-of-the-art facility in an important regeneration and conservation area in the heart of London.

The winning team was selected as AECOM with Penoyre & Prasad and White Arkitekter. The new building design will enable a seamless collaboration between clinicians, patients and researchers; provide a flexible and adaptable armature to facilitate future evolution in clinical, research and education practices; and make a beautiful centrepiece for a new neighbourhood – a renewed St Pancras as part of an evolving Knowledge Quarter. The project has been awarded planning permission and is progressing forward.



© Gottlieb Paludan Architects

NATIONWIDE

## Network Rail Footbridge

Architect **Gottlieb Paludan Architects**

Client **Network Rail**

Sector **Transport**

The Network Rail Bridge open design competition sought new ideas for pedestrian footbridges with optimised accessibility that can be used across the British rail network. Network Rail owns almost 2,400 footbridges across all of Great Britain, only 200 of which meet future requirements.

Gottlieb Paludan Architect's design 'The Framing Bridge' will improve accessibility for train passengers and other pedestrians, whilst also

addressing the challenges of electrifying the rail network with overhead masts and lines that require extra clearance above the tracks. The winning design will be developed further and adapted to different locations.

"We approached the RIBA with a challenging remit for a competition to enhance Network Rail's catalogue of footbridge designs. The Competitions team expertly guided us in honing our vision and requirements for the competition, as well as providing fantastic support throughout. The competition greatly exceeded our expectations – we were overwhelmed by the international nature of the response, the quality of the submitted entries and breadth of approaches adopted. We are now holding our second competition with the RIBA seeking design solutions for a new station design." Anthony Dewar, Professional Head of Buildings and Architecture, Network Rail.



© Timothy Sbar

LONDON

## New Scotland Yard

Architect **Allford Hall Monaghan Morris**  
 Client **Metropolitan Police Service**  
 Project value **£60m**  
 Sector **Civic**

The redevelopment of the existing Curtis Green Building, into the New Scotland Yard, was one of the largest ever transformations of the police estate and the new space provides a more modern, efficient, secure and cost-effective building – ensuring the Metropolitan Police Service (Met) remains at the forefront of 21st century policing. Allford Hall Monaghan Morris (AHMM) were chosen to redesign London’s new police headquarters to make it more open and accessible which would help the Met to reconnect with the public, whilst respecting the heritage of the Whitehall Conservation Area in which it is sited. The world-famous revolving sign has been



retained as well as the Eternal Flame and Roll of Honour. “The decision to conduct an architectural design competition for the new Metropolitan Police HQ was influenced by the challenges posed by a refurbishment, turn-key project in the public sector. The professional advice and support from the RIBA Competitions team was especially receptive to the particular aspects of programme, finance, governance and procurement for this scheme in compiling the competition brief. The quality and volume of interest shown far exceeded expectations and has resulted in a building which meets all our requirements.” Roger Harding, Director Real Estate Development, Metropolitan Police Service.



© Knowsley Council

LANCASHIRE

## Prescot Market Place

Architect **Mark Wray Architects**  
 Client **Knowsley Council**  
 Project value **£600k**  
 Sector **Community**

Mark Wray Architects were selected as winners following an anonymous open competition which was looking to transform the unused public open space at Prescot Market Place in Knowsley, Merseyside. Knowsley Council sought designs that would create a vibrant space in the town centre, complementing other new developments in the area with the desire to make Prescot an even more attractive place for its visitors, residents and businesses. The winning proposal created a flexible, engaging space for community activities and events to take place and provides places for people to sit and relax in the centre of Prescot.



“RIBA competitions provide a great opportunity for architects to demonstrate their skills and ideas for potential work on a level playing field. Competitions are an enjoyable way for us to come together as a practice and to use our collective talents to produce imaginative proposals for real clients.” Mark Wray, Mark Wray Architects.



© Bisset Adams

LONDON

## Southmere Village Civic & Library Building

Architect **Bisset Adams**  
 Client **Peabody and London Borough of Bexley**  
 Project value **£4.5m**  
 Sector **Community**

This competition, on behalf of Peabody and the London Borough of Bexley, was for a new civic building and library at the heart of the first phase of the planned 1,622 new homes to be delivered as part of the Abbey Wood and South Thamesmead Housing Zone in Bexley.

This new state-of-the-art building will serve the needs of new, existing and future communities, with a 21st century library, learning space and potential to accommodate other civic functions, including learning, health and wellbeing spaces. Selected by an expert panel after a two-week public consultation with local people, Bisset Adams' concept for the library celebrates and reflects the unique natural environment of Thamesmead. The building is currently under construction.



© CF Møller Architects

LONDON

## Springfield Village University Hospital

Architect **CF Møller Architects**  
 Client **South West London and St George's Mental Health NHS Trust**  
 Project value **£140m**  
 Sector **Health**

South West London and St George's Mental Health NHS Trust were looking to redevelop the Victorian Springfield Hospital site into a modern mental health facility, bringing exceptional design and innovative sustainability that will fit the needs of patients, carers, service users and staff.

CF Møller were selected as the winners of the competition and are working with the Trust Partners to deliver this new masterplan which is based on the concept of evidence-based architecture to provide therapeutic surroundings for patients and wellbeing for staff and visitors. The project has received government approval to start work on site.

"Working with RIBA Competitions was a great experience. It gave us access to the full breadth and depth of the world of international architecture, resulting in a shortlist which included some of the best architecture practices in the world. What a wonderful choice to get to grips with! Thanks to the RIBA." Andrew Simpson, Programme Director, South West London and St George's Mental Health NHS Trust.



© Hawkins\Brown

LANCASHIRE

## Student Centre and New Square

Architect **Hawkins\Brown**  
 Client **University of Central Lancashire (UCLan)**  
 Project value **£60m**  
 Sector **Education**

The University of Central Lancashire (UCLan) were seeking an exceptional design solution to help improve the student experience and create an attractive and world class campus for the future of UCLan in line with the University's status as one of the UK's largest universities.

Hawkins\Brown were selected as the winning team to design a new student support centre and civic square for the University of Central Lancashire, where the space will be made to feel like a student space rather than a departmental space. The design has been influenced by the history of Preston's textile industry, but more importantly its future, in aerospace and electronics. Hawkins\Brown design concept features a biodiverse roof, LED lighting underfoot, a pavilion café bar and a large glass façade to create feelings of light, space and airiness. The build on site is well underway and is due to be handed over soon.



© Open Studio

NATIONWIDE

## Taylor Wimpey Project 2020

Architect **Openstudio Architects**  
 Client **Taylor Wimpey**  
 Sector **Housing**

The Taylor Wimpey Project 2020 involved exploring trends, changes and new innovations in design, architecture, technology, materials and methodology with the aim of shaping, designing and future-proofing the design range for 2020 and beyond, fully reflecting customer lifestyles, needs and expectations.

The 'Infinite House' prototypes designed by Openstudio Architects won the competition and offer flexibility, customisation and cost efficiency, whilst maximising levels of natural light and the perception of space. Since the competition, prototype houses have been built in Manchester, Oxford and Scotland using diverse construction techniques, which enable them to provide high quality, responsive and adaptable homes. Openstudio and Taylor Wimpey believe this project can fundamentally change both what houses can be, and how they are delivered.

"The competitions process has not only been a way to win new work, but has also provided an opportunity to make new connections, work with new people and collaborate outside our regular networks. It has enabled us to reach out and expand our interests and our studio into new areas in the longer term." Jennifer Beningfield, Openstudio Architects.



© Bystrup

NATIONWIDE

## T-Pylon

Architect **Bystrup**  
 Client **National Grid**  
 Sector **Infrastructure**

This unique competition was to rethink one of the most crucial features of modern Britain: the electricity pylon. There are currently more than 88,000 pylons in the UK, including 22,000 on the National Grid's main transmission network in England and Wales.

Following a very high-quality field of 250 entries, Bystrup's innovative T-Pylon design was the winner of the competition.

Bystrup have since worked closely with the National Grid to develop the T-Pylon to become the first newly designed pylon in over 100 years. Construction has started on the first operational T-Pylon at Hinkley which will comprise 116 new T-Pylons along a 57km route from Hinkley to Seabank, which will connect six million homes and businesses to low carbon energy. The construction is due to be completed by 2025.



© Christian Richters/VIEW

LAKE DISTRICT

## Windermere Jetty Museum – Stories of boats and steam

Architect **Carmody Groarke**  
 Client **Lakeland Arts**  
 Project value **£20m**  
 Sector **Cultural**

Carmody Groarke won the international open competition to design the new Windermere Steamboat Museum. Now known as Windermere Jetty Museum – Stories of boats and steam, the spectacular museum reflects industry and engineering in one of England's most famously beautiful locations, the Lake District National Park. The project was funded by the National Lottery Heritage Fund.



"RIBA Competitions and the Architect Adviser expertly guided our Trust through the competition process for the Windermere Jetty Museum, which is an important project on a stimulating and sensitive site within the Lakeland District National Park. The competition enabled us to produce an excellent shortlist and appoint a world class design team led by Carmody Groarke." Gordon Watson, Chief Executive, Lakeland Arts.

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## RIBA Competitions

The RIBA is the UK's most widely recognised provider of competition services with the expertise and experience to support the process from initial idea through to project commission.

The RIBA runs competitions to the very highest standards of governance, meeting UK Procurement Regulations, and following best practice guidelines developed over the past 50 years.

The team can provide advice on the most appropriate type of competition, help develop the brief and support clients throughout the process. They can help clients consider carefully what is needed to choose the right team and/or design. This might just be an approach, attitude to key issues, methodology and some conceptual sketches rather than a more detailed design proposal as this is not always appropriate so early in the project evolution.

The RIBA Competitions brand is recognised as an indication of fairness and an assurance of best practice procedures. The services provided by RIBA Competitions include:

- Scoping of the project and client requirements.
- Strategic advice on the most appropriate competition type for the project.
- Assistance with developing the competition brief in conjunction with the client and the Competition Architect Adviser.
- Management and advice throughout.
- Full day to day administration.
- Use of secure custom-built Digital Submission Portal.
- Communications and Media Strategy including international reach.
- Website and Brand Identity Design.
- Digital Gallery of Entries.
- Stakeholder Consultation and Public Exhibitions to engage with a wider audience.
- Comprehensive audit trail throughout the stages.
- Feedback to entrants.

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If you would like to discuss a potential competition with one of the team, or to find out more please contact:  
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