# The National Lottery Heritage Fund CONTRACT NUMBER – NHMF 302

# Digital Heritage ROSS Consultants

**Organisation:** National Heritage Memorial Fund (“Heritage Fund”)

**Department:** Business Delivery

**Title of procurement:** Digital Heritage ROSS Consultants

**Brief description of supply:** We intend to appoint up to approximately 16 Digital Heritage Consultants/organisations to support our heritage projects across all key stages of the grant lifecycle, from pre-application support through to development, assessment, monitoring and post-completion. Specific activities will include mentoring, monitoring and providing expert advice.

**Estimated value of tender:** Up to £118,000 (inclusive of VAT)

**Estimated duration:** Up to 31 March 2024

**Name of The Fund Contacts:** Joanne Walker, Investment Improvement and Compliance Manager.

Leo Seymour, ROSS Framework Manager:

Email: [rossprocurementexternal@heritagefund.org.uk](mailto:rossprocurementexternal@heritagefund.org.uk)

**Timetable:**  Response deadline: 22nd November 2021 11am

E-mail clarification questions by: 5 November 2021

Clarification answers posted on Contracts Finder by: 10 November 2021

Clarifications/interviews if needed: w/c 6 and 13 December 2021

Confirmation of contract: w/c 10 January 2021

Commencement of contract: 1 April 2022

Completion of contract: 31 March 2024

## 1. Introduction

The National Lottery Heritage Fund (“The Fund”), formerly the Heritage Lottery Fund (HLF) was set up in 1994 under the National Lottery Act and distributes money raised by the National Lottery to support projects involving the national, regional and local heritage of the United Kingdom. We operate under the auspices of the National Heritage Memorial Fund (NHMF).

## 2. Background - Context and Roles

The Fund invests in the full breadth of the UK’s heritage and, through our funding, we aim to make a lasting difference for heritage and people. This is reflected in the outcomes which underpin our grant-making and the objectives set out in our Strategic Funding Framework: [Strategic Funding Framework (2019 - 2024)](https://hfund365.sharepoint.com/sites/BusinessDelivery/Shared%20Documents/Central/ROSS/08_Ross/Northern%20Ireland%20ROSS%20tender%20-%202021/4c150539-6f12-466c-aa01-68b439db22ad.docx)

We intend to procure a number of specialists (“consultants”), who can support the assessment, mentoring and monitoring of projects that aim to use digital technologies to achieve their outcomes. This covers both the pre-application stage and after funding has been awarded. Other services may also be required such as training and upskilling of our staff and applicants/grantees in the digital competency areas in this agreement.

We are seeking professionals with sufficiently broad digital experience to work across a range of heritage areas and types of project including galleries, libraries, archives, museums, archaeology and natural heritage. At the same time, we recognise that an individual consultant’s skills and experiences are unlikely to cover all the areas of specialist knowledge we require. This means we are looking to appoint across a range of thematic areas. Full requirements are contained in this Invitation to Tender document.

You may respond as an individual or as an organisation. Organisations must provide the names of individuals to be considered and provide responses to the Tender Evaluation Questionnaire for each person. A maximum of four people can be included for each organisation.

In order to provide maximum flexibility, you must be available to support projects across the whole of the UK. This may be done at distance and/or on-site, as appropriate.

We value diversity at The Fund and we acknowledge our current ROSS Consultants do not currently reflect the communities that we serve. Therefore, to ensure we can support a more diverse and inclusive heritage sector, we are keen to receive bids from a diverse range of consultants, such as those from diverse ethnic communities or those with a disability, for example.

### Grants Lifecycle

Consultants may be deployed across all the key phases of our grants lifecycle as follows:

* Pre-application, Project Enquiry Form (PEF) and Expression of Interest (EOI)
* Development
* Delivery/Development application
* Delivery
* Post completion evaluation and review

Pre-application, PEF and EOI phase: During the pre-application phase organisations may need help to understand what The Fund’s outcomes mean and how they can deliver them within the project they hope to apply for. This support will be at the very early stage of project development and could result in an organisation submitting an application (for grants £3,000- £250,000, a Project Enquiry Form or for grants of £250,000 to £5m an Expression of Interest Form).

Specifically, they need to understand that all applications must fulfil the [mandatory outcome](https://www.heritagefund.org.uk/funding/outcomes/wider-range-people-will-be-involved-heritage) i.e. a wider range of people will be involved in heritage, as well as The Fund’s [open licensing and open access requirements](https://www.heritagefund.org.uk/good-practice-guidance/digital-guide-working-open-licences). Organisations, including smaller often voluntary-led ones, do not always understand what our mandatory outcome means for their project and how they can go about engaging with marginalised communities by using digital in a meaningful way to help shape the project idea, plan and delivery.

Similarly, organisations of all sizes may struggle with understanding the permissions and consents that their project will require from contractors and participants in order to openly licence project digital outputs, and how to plan for our access requirements.

Projects may also need guidance in relation to how to best make use of digital tools, platforms or processes to deliver their projects, how to evaluate these, and how to ensure proposals and budgets are realistic from the outset.

Consultants would work with applicants as they prepare their PEF or EOI to ensure that costs and resources to meet engagement needs have been thought through and properly outlined at this stage.

Development phase**:** During the development phase grantees may be given a development grant so they can prepare detailed project plans for their full delivery grant application. A consultant may be asked to share their expertise and knowledge to help grantees shape their project and become better versed in the competencies they will require to deliver the initiative. This may relate to the development of the whole project or specific aspect. Consultants may also support the development of plans such as Activity Plans to meet the The Fund’s requirements.

Assessment phase: During the assessment phase consultants may be asked to provide advice on applications with which they have not previously worked on to provide decision makers with expert analysis of the project. The Commissioning Officer dealing with the application will specify the area(s) on which advice is required.

Delivery phase: During the delivery phase, consultants support grantees to deliver good quality project outputs and outcomes as per The Fund’s grant contract (with respect to their specific area(s) of expertise). Consultants also monitor progress of these areas against project timescales and budget.

Post-completion phase: During the post-completion phase grantees must comply with The Fund’s grant conditions for a set period of time. Consultants may need to support The Fund to gather lessons learned and review projects which are at risk of failing to meet these grant conditions.

### Roles

The consultant’s role will be defined at the time of commissioning and will involve one or more of the following functions for individual projects or cohorts of projects:

1. Mentoring Projects:

* Facilitating grantees and potential applicants to identify and remove blockages to the application, development and/or delivery of their project.
* Using specialist knowledge and experience to support grantees and potential applicants to help develop and deliver their project’s vision
* Supporting grantees and potential applicants to undertake learning and development opportunities relevant to their project’s objectives

1. Monitoring Projects:

* Evaluating projects and their impact on people, communities and heritage
* Undertaking risk assessment (building on The Fund’s analysis) and developing an agreed risk monitoring plan. Providing mentoring support to reduce risk(s) in accordance with risk monitoring plan
* Ensuring compliance with The Fund’s requirements and reporting on progress against the project plan and project budget
* Providing expert advice on project management arrangements, procurement and cost and programme plans to support The Fund’s decision making

1. Providing Expert Advice:

* Supporting The Fund’s decision making process by commenting on aspects of a project application relevant to the consultant’s area of expertise.

Projects that have completed but are still in contract may require further consultancy support in line with one of the three roles above.

In addition, and from time to time, we may commission consultants to undertake broader work related to the competency areas of the agreement, such as training, knowledge development and upskilling of our staff and applicants/grantees on digital matters.

## 3. Tender scope

### Digital specialist expertise and skills

Consultants must be appropriately qualified, experienced and willing to engage with applicants and grantees to guide them towards achieving good quality outcomes.

All bidders should demonstrate an understanding of how [the mandatory inclusion outcome](https://www.heritagefund.org.uk/funding/outcomes/wider-range-people-will-be-involved-heritage) is relevant to heritage work involving digital.

Bidders should also be proficient with the following general competencies, in relation to the competency area they are applying for:

1. Making use of data and technologies to support cultural, built and natural heritage
2. The Fund’s [open access requirements](https://www.heritagefund.org.uk/good-practice-guidance/digital-guide-working-open-licences) and how these support heritage
3. Basic legal requirements relevant to the area/s of the tender they are applying to, including accessibility, safeguarding, and procurement.
4. Identifying how digital approaches can best deliver or support strategic aims, and understanding when specific digital solutions are not appropriate or likely to be effective
5. Understand total cost of ownership in relation to digital investment and how to identify ongoing cost, capacity and development issues in relations to digital solutions
6. Mentoring, project management or evaluation skills as appropriate

### Digital Framework Competency Areas

Digital consultants are expected to demonstrate broad expertise within their chosen Competency Area(s), and to provide their particular specialisms within the selected Competency Area(s) through examples of recent work experience.

#### Audiences, Marketing and Communications

This is likely to include:

* Working with audience segmentation, audience data and web analytics
* Audience development
* Designing and evaluating digital marketing and communications campaigns across a range of platforms, including social media
* Developing and delivering online fundraising and donation calls
* Ticketing and online retail

#### Collections Management

This is likely to include:

* Management and maintenance of digital collections
* Discoverability and understanding audiences
* Games development, including serious games and geolocation
* Digital storytelling
* Digital display
* VR/AR/XR
* Working with open knowledge projects and communities
* Running online consultations
* Digital rights management
* Data visualisation
* Accessibility and accessibility auditing
* Ethical issues in intellectual property, consent, and archiving

#### Digital Service and Product Development

This is likely to include:

* Scoping and managing user centred digital projects and services, websites and apps
* Website design, development and training, particularly WordPress
* User testing
* Digital investment, including equipment, end user devices, infrastructure, software and service provision
* Digital service and investment evaluation
* Commissioning and contract management
* Online event and training design
* Asynchronous and synchronous online learning activity and resource development and evaluation
* VR/AR/XR
* Site specific experience scoping, delivery and investment
* Investment and management of digital capital assets
* Accessibility/usability auditing and policy

#### Digitisation and Archiving

This is likely to include:

* Digitisation of text, images, audio and film
* 3D digitisation (objects and places)
* Data mapping and GIS Data Capture and Conversion
* Selecting digital archives
* Local archive design, development and maintenance
* Working with metadata, tagging and folksonomies
* Information architecture
* Crowdsourcing and user generated content, including citizen science projects
* Community created collections
* Database development and management
* Intellectual property, copyright and open licences
* Working with sensitive life story capture

#### Events and Working Online

This is likely to include:

* Online event and training design
* Working and organising online, including consultations and events
* Managing teams online
* Digital volunteers and volunteering
* Accessibility/usability auditing and policy
* Online community engagement
* Online safeguarding
* Working with children and young people online
* Security, privacy and consent online, including for online events
* Diversity and inclusion approaches
* Digital advocacy
* Digital rights management

## 4. Contract management

The contract period (term) will be from 1 April 2022 to 31 March 2024 inclusive.

It is difficult to predict the value of the services that will be provided through this procurement as it will respond to the size and complexity of digital activity in the heritage sector. However, we do not anticipate the total value of commissions to exceed £118,000 including VAT for the lifetime of the contract period (April 2022 – March 2024 inclusive). The contract will be let by the National Heritage Memorial Fund.

We intend to create up to approximately 16 contracts with organisations/ partnerships/ sole-traders etc. Each contract may have up to four named individuals, therefore if you are bidding as an organisation/partnership etc you may put forward up to four separate tender responses. We expect the maximum value of an individual contract not to exceed £30,000 (including VAT) for the duration of the contract term. We make no guarantees to provide any work to the suppliers selected.

If a named individual, who has been included in the contract agreement, leaves the employment of the bidder during the term of the agreement, The Fund may, at its sole discretion, permit the bidder to make a tender submission for a new individual to take their place. Any such application will be subject to the same terms and conditions as set out in this Invitation to Tender.

The contracts will be based on NHMFs standard Terms and Conditions (attached).

In undertaking any work, appointed consultants will need to abide by The Fund’s relevant policies, including but not limited to our Equality, Diversity and Inclusion policy, Health & Safety policy and Information Security Policy (as well as any of the The Fund’s grantees policies as communicated from time to time). Copies of The Fund’s policies will be provided to successful bidders.

### Ordering process

In awarding any Commission /placing orders to a consultant, The Fund shall consider the nature and scope of the Works it requires to be carried out and completed, the complexity of those Works and the relevant experience of the contracted individuals as set out in the tender documents submitted by the consultant. Commissions will be awarded on this basis.

We reserve the right to award a commission / place an order outside of the contracted individuals should we deem it necessary.

## 5. Evaluation scoring

The purpose of the Questionnaire and Evaluation Criteria is for the Bidder to provide sufficient information for The Fund to decide whether the individuals proposed have demonstrated the skills, knowledge and experience required at a reasonable cost to be included on the contract.

You may respond as an individual or as an organisation. Organisations may only put forward **up to four** named individuals. Each individual must complete the questions. **You will therefore need to return the Tender Evaluation Questions section for each individual applying.** The Fund reserves the right to select which individuals will be contracted with from a winning bid. Individuals will not be eligible to take up commissions until they have participated in an induction session (which may be in person or virtually).

The detailed criteria require examples taken from your professional and/or personal experience. The word limit for each is specified.

Please note that we will disregard any text that exceeds our required word limits.

As part of the tender response, we also require bidders to send in an up-to-date CV/bio detailing their experience and previous work (no more than 2 pages).

We will require all successful bidders to take part in our internal consultant database (“ROSS Zone”) that will enable our staff to view and select an appropriate consultant for their project.

### Tender submission documents

The tender is split into 5 Competency Areas. For each Competency Area that Bidders are interested in applying for, they should complete the following in the Evaluation Questions section of the tender submission document:

**Section 2** – to confirm the Competency Areas that they are bidding for

**Section 3** – to provide examples of their experience for each of the Areas ticked in Section 2.

Tenderers must return the following documentation:

1. Completed tender submission document (in Microsoft Word format)
2. A Short CV

### Weightings

Your Bid will be scored out of 100.

**70 marks will be awarded to Quality and 30 marks will be awarded to Price**

Your tender will be scored based on your responses to the quality and pricing tender questions in the Tender Questions Document.

#### Qualitative scoring section

Each of the scored sections carry a weighting to be applied in the scoring matrix. These have been allocated by the selection team and are shown in the table below.

Bidders must score a minimum of 45 in the quality section to proceed to having their Price score considered.

|  |  |
| --- | --- |
| **Quality Sub-Headings** | **Weighting** |
| 2.1) Summary of expertise and experience | 25 |
| CV | N/A |
| 2.2) Mandatory outcome | 5 |
| 2.3) Social value and environmental sustainability | 10 |
| 2.4a) Competency Areas to be tendered for | N/A |
| 2.4b) Technical expertise\* | 30 |

\*Bidders are to complete only the Competency Areas that they are interested in being appointed to. 30 marks will be awarded to each technical expertise question, scores for technical expertise will be scored independently and will not be cumulative. See scoring worked example provided overleaf.

The top scoring bidders will be shortlisted for the contract until the maximum estimated number of bidders to be shortlisted for the contract is reached, ensuring there is a minimum of 3 bidders appointed to each Competency Area.

The Fund reserves the right to conduct interviews/clarifications with shortlisted bidders and adjust scores accordingly.

##### Scoring methodology for quality questions

This table shows the approach to marking the quality evaluation criteria that will be used for all questions except costs:

|  |  |  |
| --- | --- | --- |
| 0 | Poor | No response or partial response and poor evidence provided in support of it. Does not give the Fund confidence in the ability of the Bidder to deliver the Contract. |
| 1 | Weak | Response is supported by a weak standard of evidence in several areas giving rise to concern about the ability of the Bidder to deliver the Contract. |
| 2 | Satisfactory | Response is supported by a satisfactory standard of evidence in most areas but a few areas lacking detail/evidence giving rise to some concerns about the ability of the Bidder to deliver the Contract. |
| 3 | Good | Response is comprehensive and supported by good standard of evidence. Gives the Fund confidence in the ability of the Bidder to deliver the contract. Meets the Fund’s requirements. |
| 4 | Very good | Response is comprehensive and supported by a high standard of evidence. Gives the Fund a high level of confidence in the ability of the Bidder to deliver the contract. Exceeds the Fund’s requirements in some respects. |
| 5 | Excellent | Response is very comprehensive and supported by a very high standard of evidence. Gives the Fund a very high level of confidence the ability of the Bidder to deliver the contract. Exceeds the Fund’s requirements in most respects. |

#### Price criteria

**30% of total marks will be awarded for Price.**

The evaluation of price will be carried out on the day rate you provide. Price will only be considered for bidders who score a minimum of 45 in the Quality criteria.

##### Price Criterion at 30%

30 marks will be awarded to the lowest daily rate and the remaining bidders will be allocated scores based on their deviation from this figure. Your daily rate provided will be used to score this question.

For example, if the lowest daily rate is £300 and the second lowest daily rate is £360 then the lowest priced bidder gets 30 (full marks) for price and the second placed bidder scores 24 and so on. (60/300 x 30 = 6 marks; 30-6 = 24 marks)

The scores for Quality and Price will be added together to obtain the overall score for each bidder.

The overall score may be adjusted following an interview/clarification with the Bidder.

Please complete the attached **tender submission document** providing your daily rate in pounds sterling and:

* Inclusive of VAT, where levied. Please provide your VAT status. State “Not levied” if that is the case.
* Inclusive of all photocopying, mailing, printing and other administrative costs;
* Exclusive of travel and subsistence.

The charge you quote will apply to the first 40 working days commissioned. The charge will be reduced by 20% for the next 41-80 days commissioned. Work commissioned for 81 and more days will be charged at a further 10% reduction. This will reset each year.

The Fund will pay reasonable travel and accommodation expenses only as per the service contract Ts&Cs.

You should not submit additional assumptions with your pricing submission. If you submit assumptions you will be asked to withdraw them. Failure to withdraw them will lead to your exclusion from further participation in this competition.

##### Scoring worked example

**Bidder A** completes the responses for Competency Areas 1 and 3. Bidder A scores a total of 30 out of 40 on questions 1.1 to 1.3. Bidder A then scores:

* 12 on Competency Area 1
* 24 on Competency Area 3

The total score for questions 1.1 to 1.3 is then added to each Competency Area. Bidder A has therefore scored a total of:

* 42 on Competency Area 1
* 54 on Competency Area 3

Bidder A is eliminated from Competency Area 1 as they did not reach the minimum score of 45. Bidder A’s pricing is considered for Competency Area 3.

If Bidder A is invited for an interview for Competency Area 3 their Quality score may be adjusted only for Competency Area 3. This will not affect their score for Competency Area 1 as they have already been eliminated.

**Notes: The Fund reserves the right to clarify quality and prices and to exclude tenders that demonstrate an abnormally low price response.**

**The Fund is committed to ensuring that any bidder appointed to the agreement will not suffer any disadvantage because of a protected characteristic and will make all reasonable adjustments necessary in-line with equality legislation to ensure they have an equal opportunity to provide the services.**

## 6. Procurement Process

The Fund reserves the right not to appoint and to achieve our desired outcomes through other methods.

We reserve the right to carry out clarifications if necessary; these may be carried out via email or by inviting bidders to attend a clarification meeting.  In order to ensure that both The Fund’s and Bidder’s resources are used appropriately, we will only invite those bidders who are close to the required Quality/Price threshold score to attend a clarification/interview meeting.  Scores will be moderated based on any clarifications provided during this meeting.  You are responsible for all your expenses when attending such meetings.

### Procurement timetable

### Response deadline: 22 November 2021 11am

### E-mail clarification questions by: 5 November 2021

### Clarification answers posted on Contracts Finder by: 10 November 2021

### Clarifications/interviews if needed: w/c 6 and 13 December 2021

### Confirmation of contract: w/c 10 January 2021

### Commencement of contract: 1 April 2022

### Completion of contract: 31 March 2024

### Tender Returns

Your tender proposals must be sent electronically via e-mail before the tender return deadline of 22nd November 2021 at 11am to the following contact:

Joanne Walker, Investment Improvement and Compliance Manager

Email: [ROSSProcurementExternal@heritagefund.org.uk](mailto:ROSSProcurementExternal@heritagefund.org.uk)

[www.heritagefund.org.uk](http://www.heritagefund.org.uk)

Please visit The [Fund's website](https://www.heritagefund.org.uk/) for further information about the organisation.

## Appendix: Accessibility and formatting guidance

The Fund is committed to providing a website that is accessible to the widest possible audience. Our site is annually tested by accessibility auditors and we must meet a AA compliance level. Our accessibility testing encompasses not just site functionality and design but all of our content, including downloadable documents.

Reports and other documents created for The Fund (**including the tender submissions**) need to be clear, straightforward to use and ready to circulate internally, externally and online, as well as suitable for use by screen reading software. Best practice in accessibility is summarised below:

### Readability

In the final report, and all other documents that may be published online including the tender application consultants should ensure that:

* The size of the font is at least 12pt;
* There is a strong contrast between the background colour and the colour of the text. Black text on a white background provides the best contrast. This also applies to any shading used in tables and/or diagrams;
* Italics are only used when quoting book titles for citations and items on the reference list should be arranged alphabetically by author
* Colour formatting and use of photos should be of a resolution size that is easily printable and does not compromise the printability of the document.

For further guidance on ensuring readability of printed materials, please refer to the RNIB Clear Print guidelines. These can be found on the [RNIB website](http://www.rnib.org.uk/Pages/Home.aspx).

### Accessibility

Reports should adhere to the following guidelines:

#### Formatting

Headings and content in your document should be clearly identified and consistently formatted to allow easy navigation for users. Heading Styles should be used to convey both the structure of the document and the relationship between sections and sub-sections of the content. Heading styles should follow on from each other i.e. Heading 1 then Heading 2.

#### Spacing

Screen readers audibly represent spaces, tabs and paragraph breaks within copy, so it is best practice to avoid the repetitive use of manually inserted spaces. Instead, indenting and formatting should be used to create whitespace (e.g., use a page break to start a new page, as opposed to multiple paragraph breaks).

#### Alternative text

Alt text is additional information for images and tables. This extra information is essential for both document accessibility (screen reading software reads the Alt text aloud) and for the web. Alt text should be concise and descriptive and should not begin with ‘Image of’ or ‘Picture of’.

#### Images

These should be formatted in-line with text, to support screen readers. Crediting pictures may be necessary, usually in response to a direct request from a third party.

#### Tables

These should be for used for presenting data and not for layout or design. They should be simple and include a descriptive title. The header row should be identified and there shouldn’t be more than one title row in a table. There should be no merged or blank cells.

## Additional documents

Any additional information, separate to the report, for example proformas and transcripts which may be used as standalone documents must be fully referenced to the piece of work being submitting and therefore dated, formatted and numbered appropriately.

## Further resources

Please refer to the WCAG 2.0 article on [PDF techniques](https://www.w3.org/TR/2014/NOTE-WCAG20-TECHS-20140408/pdf.html) for further information.

**Submitting your report to THE FUND**

Please check the accessibility of your document using the Word accessibility checker before submitting: File – Info – Check for Issues – Check Accessibility.

Please submit your document as a Word file.

The Fund retains the right to amend documents in order to create accessible versions for publishing.