**8 November 2017**

Dear Sir or Madam,

Re: **Invitation to Tender (ITT)**

**National Heritage Memorial Fund Framework for Digital Heritage Consultants**

**Tender No. HLF 222**

The National Heritage Memorial Fund (or Heritage Lottery Fund) invites you to tender for the above referenced Framework for Digital Heritage Consultants. We intend to form a cohort of Digital Heritage Consultants to support our heritage projects across all the key stages of grant development, assessment and monitoring. Specific roles will include mentoring, monitoring and providing expert advice.

We are seeking Consultants with expertise in one or more of five areas of digital practice:

1. Digital production

2. Digital audience development

3. Content digitisation

4. Digital cataloguing

5. Digital rights management

Detailed information about our requirements and the opportunity are contained in the attached ITT document.

Successful bidders will be asked to sign up to the Framework Agreement’s terms and conditions, which are attached for your reference. The period covered by the Framework Agreement is from 1st April, 2018 to 31st March, 2020 with an option to extend the term by two years (i.e. to 31st March, 2022).

Please note that preferred bidders will not be permitted to enter any negotiations on the terms of the Framework Agreement. Any attempt to negotiate amendments will breach the terms of this ITT and will result in exclusion from the tender process. In such circumstances, the National Heritage Memorial Fund reserves the right to invite the next highest scoring bidder to sign up for the Framework Agreement.

It is important to follow all the instructions set out in the Invitation to Tender. Failure to provide all information required will result in rejection of the tender.

The deadline for submission is **12.00 (Noon) on 30 November 2017**.

Yours faithfully,

Rebecca Rayner

Heritage Lottery Fund

Email: rrayner@hlf.org.uk

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## SECTION 1 – INSTRUCTIONS TO BIDDERS

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| --- |
| 1.1. General Information1.1.1 This is an invitation only. The National Heritage Memorial Fund /Heritage Lottery Fund reserves the right to vary any or all parts of the information contained in the Invitation to Tender. |
| 1.1.2 The Heritage Lottery Fund intends to accept the tenders which score the most marks against the criteria set out below. The Heritage Lottery Fund at its sole discretion, reserves the right to accept or reject any tender. The Heritage Lottery Fund does not bind itself to accept the lowest priced or any tender. |
| 1.1.3 The Heritage Lottery Fund reserves the right to change the timing or any other aspect of the procurement process or to cancel the procurement process at any stage or not to proceed with the procurement for any reason whatsoever without prior notice. Under no circumstances will the Heritage Lottery Fund or any of its advisers be liable for any costs or expenses incurred by Bidders and/or their members in this procurement. |
| 1.1.4 The Heritage Lottery Fund reserves the right not to disclose information that it feels would put them at a commercial or unacceptable contractual disadvantage.  |
| 1.1.5 As a UK-wide organisation, we also need consultants able to conduct (if necessary with translation services) all site visits, telephone discussions and correspondence in Welsh for applications for projects in Wales where our applicants or grantees require it. |
| 1.1.6 Tenders, all documents and all correspondence relating to the tender must be written in English or Welsh. |
| 1.1.7 The Heritage Lottery Fund may evaluate the financial status of the Preferred Bidder by reviewing its audited accounts for example to ensure contracting with it does not pose a risk to the Heritage Lottery Fund. Where the Heritage Lottery Fund considers the bidder does not have the financial capability to carry out the contract, it reserves the right to appoint the next highest placed bidder as Preferred Bidder (subject to the same assessment). |

### 1.2. Tender Documents

1.2.1 Tenders shall be submitted in accordance with the following instructions.

1.2.2 Bidders are expected to examine all of the instructions, forms, Contract and specifications that comprise the tender documents. Unless bidders provide all of the information required the tender will be rejected. If bidders have any queries about the information that must be submitted then they must raise them prior to the tender deadline in accordance with 1.3 (clarification) below.

1.2.3 All information issued in connection with the Invitation to Tender remains the property of the Heritage Lottery Fund and is to be used solely for the purpose of tendering.

1.2.4 The Preferred Bidders will not be permitted to enter into any post tender negotiations on the terms of the Contract. Any attempt to negotiate amendments will breach the terms of this ITT and will result in the Preferred Bidders being excluded from the tender process. In such circumstances the Fund reserves the right to invite the next highest scoring bidder to enter into the Contract.

### 1.3. Clarification

1.3.1 Bidders requiring clarification with respect to the contents of this Tender or this Tender process, should email ross2018@hlf.org.uk quoting the tender number. Questions or requests for clarification must be submitted prior to the closing date for the submission of questions given in the timetable in section 1.5.

1.3.2 The Heritage Lottery Fund will distribute questions and responses (without identifying the author of the question) to all bidders involved in the Tender save where the Heritage Lottery Fund considers the question and response to be commercially sensitive.

### 1.4. Schedule of Charges

1.4.1 For costs, bidders shall complete the question about cost on the attached Submission document.

1.4.2 The rates shall be deemed to include complete provision for full compliance with the requirements of the Contract.

1.4.3 The fees and rates agreed between the parties are subject to the terms and conditions set out in the Framework Agreement.

1.4.4 The Charges must be quoted in pounds sterling and exclusive of VAT.

1.4.5 Any attempt to qualify pricing or include assumptions in the schedule of charges that you are required to submit will result in the rejection of your tender.

### 1.5. Timetable

The indicative timetable for the procurement is as follows:

|  |  |
| --- | --- |
| **Key Actions** | **Dates** |
| Publication of Notice | 8 November 2017 |
| Tender Return Deadline  | 30 November 2017 @12.00 Noon: |
| Evaluation of tenders | December 2017 |
| Clarification and identify preferred bidders | December 2017 |
| Negotiation period (if deemed necessary) | December 2017 and January 2018 |
| Notification of Award | End January 2018 |
| Briefing session(s) for successful bidders appointed to the Framework | February 2018 |
| Framework Commencement Date | 1st April 2018 |

### 1.6. Legal Documentation

1.6.1 Achieving greater transparency of public sector procurement and contracting

Government has set out the need for greater transparency across its operations to enable the public to hold public bodies and politicians to account. This includes commitments relating to public expenditure, intended to help achieve better value for money.

As part of the transparency agenda, Government has made the following commitments with regard to procurement and contracting:

All new central government tender documents, for contracts over, £10,000 to be published on a single website from September 2010, with this information is to be made available to the public free of charge.

Bidders should be aware that if your organisation is awarded this contract, the resulting contract between you and the Heritage Lottery Fund will be published. In some circumstances, limited redactions will be made to some contracts before they are published in order to comply with existing law and for the protection of national security.

1.6.2 Bidders shall notify the Heritage Lottery Fund of any errors, omissions or details contained within the documents, which precludes them from tendering for this service.

1.6.3 We will not accept tenders from consortia or any other such partnership.

1.6.4 NB: Bidders must declare any known or potential conflicts of interest.

### 1.7. Submission of Tenders

Your tender proposals must be sent electronically via e-mail before the tender return deadline of NOON 30 November 2017 to the following contact:

Rebecca Rayner

Heritage Lottery Fund

Holbein Place

London

SW1W 8NR

rrayner@hlf.org.uk

1.7.2 The tender comprises

* The Bidder contact details. Bidders must complete this on the Submission template and attach it as part of their submission.
* The Detailed Questionnaire and Evaluation Criteria for specialist skills specific to this lot and mentoring skills. Bidders must complete these on the Submission template and attach it as part of their submission.
* Declaration. Bidders must complete this on the Submission template and attach it as part of their submission.
* Form of Tender. Bidders must copy and paste this template onto their headed paper, complete it and attach a scanned copy as part of their submission.
* Transparency arrangements. Bidders must complete this on the Submission template and attach it as part of their submission.
* Framework Agreement.
* Please note we reserve the right to interview Bidders responding to this Tender.

1.7.3 Bidders must provide their tender by the date indicated in section 1.5.

1.7.4 Tenders received after that time will not be considered.

1.7.5 By submitting a tender, the bidder agrees to keep that tender and any updates to that tender open for acceptance by the Heritage Lottery Fund until the Framework Agreement is signed by both Parties or up until 1st April 2018 whichever occurs first.

1.7.6 The Heritage Lottery Fund does not bind itself to award a contract or contracts and shall not be liable for any costs incurred in the production or submission of the Tender. Under no circumstances will the Heritage Lottery Fund or any of its advisers be liable for any costs or expenses incurred by Bidders and/or their members in this procurement.

### 1.8. Notification of Award of Contract

1.8.1 The issue of a signed Framework Agreement shall constitute the Heritage Lottery Fund acceptance of the tender.

## SECTION 2 – SCOPE OF WORK

### 2.1. Introduction to HLF and digital heritage

The Heritage Lottery Fund (HLF) distributes a share of funds raised by the National Lottery. Since 1994 we have awarded £7.7billion to over 42,000 projects across the UK, ranging from major capital projects at iconic heritage sites to small education and community projects. HLF is administered by the Trustees of the National Heritage Memorial Fund (NHMF) and gives grants to support a wide range of projects involving the local, regional and national heritage of the United Kingdom. HLF invests in the cultural and natural heritage of the UK and aims to make a lasting difference for both heritage and people. This is reflected in our outcomes for heritage, people and communities which underpin all our grant-making. We plan to continue to drive forward our progressive agenda of investing in heritage that people value and broadening the range and depth of National Lottery player’s engagement with heritage. We want more people and a broader range of people to take an active part in heritage and place inclusive engagement with people and communities at the heart of HLF funding.

HLF is currently funding a significant number of projects with digital activity that includes: large-scale and small-scale digitisation of existing analogue heritage materials (paper/sound/film/video); websites and apps with heritage content; and the presentation, preservation and sustainability of all these digital outputs. We are also funding a smaller number of projects that include virtual reality; augmented reality and immersive experiences; 3D laser and other forms of scanning; and location based experiences such as geo-caching. The content of these digital outputs comes from a range of sources, including the public (e.g. crowd-sourcing of user generated content, citizen science or community history projects) and includes born-digital material in a range of formats made by project participants and professionals.

Projects sometimes also require more generic expertise related to digital: creating a brief for developers and other technical suppliers; budgets and costing; staffing and creating job descriptions; project management of digital activity; archiving of digitised and born-digital assets/materials; rights clearance, licensing and distribution of digital materials; and evaluation of digital activity/outputs.

This tender exercise is for HLF to recruit a cohort of specialists, entitled Consultants, who can support the assessment, mentoring and monitoring of the digital aspects of such projects. We are seeking professionals with sufficiently broad and general 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 Invitation to Tender therefore allows you to apply to act as a Consultant in one or more of the five categories of digital expertise described in section 2.3.1 below.

Further information about HLF is at [www.hlf.org.uk](http://www.hlf.org.uk)

### 2.2. General – Context and roles

## 2.2.1 Context

In order to provide maximum flexibility, Consultants must be available to assist in projects across the whole of the UK.

Consultants may be deployed across all of the key steps of our grant development, assessment and monitoring phases as noted below:

* Development
* First and/or second round application
* Delivery
* Post completion evaluation and review

 During the development phase of a project a Consultant may be asked to share his/her expertise and knowledge of best practice to help grantees to shape and prioritise 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 aspects such as digital production, audience development, content digitisation, cataloguing and digital rights management, depending upon the requirements of the project and the skills of the Consultant. He or she may also support the development of plans such as Activity Plans to meet HLFs requirements.

 During the assessment phase, Consultants may also be asked to provide advice on applications with which they have not previously been engaged (usually at the second round of HLFs two-round process for Heritage Grants) in order to provide decision makers with an expert analysis of the project in a specified area. The Grants Officer dealing with the application will specify the area(s) on which advice is required.

 During the delivery phase, Consultants may be asked to support effective risk management arrangements, achievement of best practice, delivery of project outputs and outcomes as per HLF’s grant contract (with respect to their specific area(s) of expertise) and monitoring of progress against project timescales and budget.

##  During the post completion phase, Consultants may need to support HLF to gather lessons learned, plus review and engage with projects still under contract but which are at risk of failing to deliver outcomes in accordance with HLF grant conditions.

2.2.2 Roles

The Consultant’s role on any individual case will be defined at the time of commissioning and will involve one or more of the following functions

1. Mentoring Projects:
* Facilitating grantees to identify and remove blockages to the development and/or delivery of their project
* Using specialist knowledge and experience to support grantees to help develop and deliver their project’s vision
* Supporting grantees to undertake learning and development opportunities relevant to their project’s objectives
1. Monitoring Projects:
* Undertaking risk assessment (building on HLF analysis) and developing an agreed risk monitoring plan. Providing mentoring support to reduce risk(s) in accordance with risk monitoring plan
* Ensuring compliance with HLF 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 HLF decision making
* Evaluating projects and their impact on people, communities and heritage
1. Providing Expert Advice:
* Supporting HLF’s decision making process by commenting on aspects of a project application relevant to the Consultant’s area of expertise
1. Projects that have completed but are still in contract may require further consultancy support in line with one of the three roles above

**2.3. The detailed requirements – Specialist and mentoring expertise and skills**

### 2.3.1 Digital specialist expertise and skills

Consultants must be appropriately qualified, experienced and willing to engage with applicants and grantees to guide them towards achieving best practice. A Consultant’s expertise should relate to at least one of the following areas and provide a broad range of skills and senior experience within each area he/she is applying to work in:

* **Digital production.** Aligning digital strategy with project objectives; scoping of user experience, functional requirements, information architecture, support services and hardware requirements; production of digital interactive or immersive content and experiences; content distribution via web browsers, app stores, virtual reality, augmented reality, geo-location or site specific installations; management of ongoing updating, digital usability and accessibility, hosting and maintenance of digital experiences
* **Digital audience development.** Activities to reach and engage audiences with digital content including: audience development strategy; understanding audience online behaviours, content consumption patterns and emerging trends; digital marketing; audience analytics and evaluation
* **Content digitisation.** Digitisation of analogue content at scale, whether through 2D or 3D scanning, photography, video, audio or other recording methods; expertise in international and UK digital content formats and standards relevant to heritage and cultural projects; large-scale conversion of existing digital asset libraries into new formats
* **Digital cataloguing.** Cataloguing and archive management of both digitised analogue content and ‘born-digital’ content at scale; expertise in UK and international meta-data standards for digital content relevant to heritage and cultural projects; use of crowdsourcing in digital cataloguing and citizen science projects, including cataloguing of user-generated content; hosting and maintenance of digital catalogues
* **Digital rights management.** Management or advisory work in relation to rights acquisition, ownership, licencing and rights clearances for digital content and underlying intellectual property rights. Expertise should be relevant to heritage and cultural projects operating within the UK’s legal frameworks.

**2.3.2 Mentoring expertise and skills**

In addition to the specialist expertise described in 2.3.1, all Consultants must demonstrate skills

and experience in Mentoring, namely the ability to:

* Use observing, listening and questions to understand the applicant/grantee’s situation and facilitate their thought processes
* Facilitate those involved with the project to identify solutions and actions
* Support the project to achieve its aims and high quality work
* Support the project to set goals and agree methods of measuring progress towards them
* Help the project to develop the competencies needed to take the project forward without developing a dependency on the Enabler
* Support the project to meet deadlines
* Support the project to adopt best practice or fitness for purpose
* Encourage a commitment to action and the development of lasting organisational growth and change.

### 2.4. Ordering process

The Fund will place orders under the Framework in accordance with the terms of the Framework Agreement. In awarding any Commission /placing orders to a Contractor included on the Framework, the Fund shall consider the nature and scope of the Services it requires to be carried out and completed, the complexity of those Services and the relevant experience of the members of the Framework as set out in the tender documents submitted by the Framework Contractor and Commissions shall be awarded on this basis.

### 2.5. Framework term and budget

The Framework Agreement period (term) will be from 1 April 2018 to 31 March 2020 inclusive.

The Fund reserves the right to extend the Framework Agreement period by up to two years.

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 £135,000 excluding VAT for the lifetime of the Framework period (2 years).

The fees and rates within the Framework Agreement shall be subject to the Framework extension period of up to 2 years.

The Fund makes no guarantees to provide any work to the suppliers selected. All details regarding "call offs" during the Framework period are set out in the Framework Agreement.

### 2.6. Communication and accountability

The Service Provider will maintain excellent communications with the Fund at all times, ensuring that it is well informed, aware of issues and central to decision making in relation to progress with the operation of this Framework. The successful bidder will:

* Identify a named contact acting as Contract Manager. The designated person will carry prime responsibility for the contract and will be the Accountable Officer
* Identify a named contact person as Service Manager. The designated person will carry prime responsibility for the delivery and implementation of services under this contract. The Service Manager and Contract Manager can be the same person, provided they have the relevant skills
* The Contract Manager/Service Manager will liaise with and take instruction from the Fund’s Contract Manager

## SECTION 3 – EVALUATION SCORING

### 3.1 Purpose of the Questionnaire and Evaluation Criteria

The purpose of the Detailed Questionnaire and Evaluation Criteria is for the Bidder to provide sufficient information for the Heritage Lottery Fund to decide whether the individuals proposed have demonstrated the skills, knowledge and experience required at a reasonable cost to be included on the HLF's Register of Support Services.

Bidders may only put forward up to 5 named individuals, each of whom must complete the questions. The NHMF reserves the right to select which individuals will be included in the Framework, from a winning bid. Individuals will not be eligible to take up commissions under the new Framework until they have participated in an induction session (which may be in person or virtually).

If a named individual, who has been included in the Framework, leaves the employment of the bidder during the term of the Framework, the HLF 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.

To ensure equal treatment, we can only take into account the information presented within your tender submission: we are unable to consider any work you might have previously undertaken for HLF unless you tell us about it. Please do not provide any additional information, which will not be taken into account in the evaluation of your tender. The tender process will be conducted to ensure that tenders are evaluated fairly to ascertain the Most Economically Advantageous Tender (MEAT).

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. We will NOT accept any organisation brochures.

Expand the boxes as necessary.

The evaluation criteria are at the end for HLF to complete. Please do not enter anything into these boxes.

This must be completed on the Submission template and attached to your submission.

### 3.2. Criteria weightings

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| Your tender will be scored based on your response to the questions on the:* Detailed selection and evaluation criteria for specialist skills specific to this lot
* Detailed selection and evaluation criteria for mentoring skills
* Detailed selection and evaluation criteria for operating in a digital project management environment skills
* Detailed selection and evaluation criteria for general and cost questions
 |
| The evaluation criteria and weightings are displayed after the questions. |
| Questions for the Specialist skills specific to this lot, the Mentoring skills, operating in a project management environment skills and general information will be scored using the methodology in Table 1.  |
| The top scoring bidders will be appointed to the Framework Agreement until the maximum estimated number of bidders for the Framework is reached. |

### 3.3. Methodology – Table 1

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|  |
| Quality Questions scoring methodology: 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. |

## SECTION 4 – LEGAL DOCUMENTATION

### 4.1 Declaration

This must be completed on the Submission template and attached to your submission.

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| --- |
| Before returning your ITT, please read and sign below: |
|   |   |   |   |   |   |   |   |   |
| I/We certify that the information supplied is accurate to the best of my/our knowledge and that I/we accept the conditions and undertakings requested in the Questionnaire. I/we understand that false information could result in my/our application being rejected. |
|   |   |   |   |   |   |   |   |   |
| \*Signed |   |
| Print Name |   |
| Position |   |
| Tel. No |   |
| For and on behalf of |   |
| Date |   |
| \*A person authorised by the proposed service provider must sign this Questionnaire.  |

### 4.2 Form of Tender

|  |
| --- |
| **Declaration for the contract** |
| *Note:* | *The Bidder should type or copy and paste the following onto its own letter headed paper. Scan it and submit attached to your submission. We will NOT accept any Bidder Qualifications.* |
|   |
| Dear National Heritage Memorial Fund  |
|   |   |   |   |   |   |   |   |   |
| **CONTRACT TO TENDER TITLE:** National Heritage Memorial Fund Framework for Digital Consultants; Tender No. [NUMBER] **('the Contract')** |
|  |  |  |  |  |  |  |  |  |
| Having examined the proposed Contract comprising, we do hereby offer to enter into a Contract with THE FUND on the terms and conditions in the said Contract. |
|   |   |   |   |   |   |   |   |   |
| We undertake to keep the Tender open for acceptance by THE FUND until the Framework Agreement is signed by both Parties or up until the 1st April 2018 whichever occurs first. |
|   |   |   |   |   |   |   |   |   |
| We declare that this is a bona fide Tender, intended to be competitive, and that we have not fixed or adjusted the amount of the Tender by, or under, or in accordance with, any agreement or arrangement with any other person. We further declare that we have not done, and we undertake that we will not do, any of the following acts prior to award of this Contract: |
| *a)      Collude with any third party to fix the price of any number of Tenders for this Contract;* |
| *b)      Offer, pay, or agree to pay any sum of money or consideration directly or indirectly to any person for doing, having done, or promising to be done, any act or thing of the sort described herein and above.* |
|   |
| We understand that you are not bound to accept the lowest price, or any, Tender. |
|   |
|  |
|   |
| Signed: |  |
| Date: |  |
| Name: |  |
| In the capacity of:  |  |
| Duly authorised to sign tenders for and on behalf of: |  |

### 4.3 Transparency arrangements

This must be completed on the Submission template and attached to your submission.

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| Note: In compliance with the Government’s transparency agenda, all Heritage Lottery Fund contracts over £10,000 (net of recoverable VAT) issued on or after 1 January 2011 will be published on the Government’s Contracts Finder website. We are required to publish contracts in full, and as a minimum must publish the specification, terms and conditions and associated schedules (which may include the winning bidder’s bid).In limited circumstances redactions can be made prior to publication to protect certain types of information. Redactions are permitted in line with the exemptions set out by the Freedom of Information Act 2000. Examples of information which may be exempt under the FOIA include: personal data; information amounting to a trade secret; and information which if disclosed would or would be likely to prejudice the commercial interests of any person. |
| If the Bidder believes redactions ought to be made, these should be identified by the Bidder in the following table on their own letter headed paper. Bidders must provide explicit justification and reasoning for each redaction requested. The Heritage Lottery Fund is responsible for determining in its absolute discretion whether any information is exempt from publication.**CONTRACT FOR TENDER TITLE:** National Heritage Memorial Fund Framework for Digital Consultants; Tender No. [NUMBER] |
| **Contract clause or section of tender to be redacted** | **Justifications for redaction** |
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### 4.4 Framework Agreement

The Framework Agreement is available as an attachment.

If successful, HLF will sign and date the Framework Agreement which is the completion of the contract.