Guidance for Tendered Projects

Heritage Protection Commissions and Capacity Building Programme

Summary

This guide will help you through the process of tendering for work from Historic England through the Heritage Protection Commissions and Capacity Building programme. It is written for those considering submitting a tender. It will provide you with information on how to prepare your submission, the approval process and the management of your project to its conclusion.

Please see *Guidance for Grants Projects* for the following:

- Grants requests and processes
- Editorial work
- Publication grants
- Storage grants
- Digital Storage grants
- National Planning Policy Framework (NPPF) assistance cases
- Research Council applications

This document has been prepared by the Grants Team (contact: grantsbusinessimprovement@historicengland.org.uk). It is one of two guidance documents to assist in the preparation of an application for grant funding or a tender for projects where Historic England has issued a project brief. The other document is

- *Guidance for Grants Projects*

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Please refer to this document as: Historic England 2025 *Guidance for Tendered Projects*.

Front cover: Project 9159, Dinosaurs and Geological Court: Condition Survey Image view of the primary and secondary islands © Historic England.

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Introduction

The Grants Team are based at Historic England's Swindon Office. We work with others to develop a strategic understanding of our shared historic environment, to develop innovative ways to protect it from harm and to enrich skills and expertise to help care for it. Please see our Corporate Plan, Public Value Framework or our Research Strategy, which sets out our broad research themes.

Our Corporate Plan 2023-26 sets out our six priority areas:

1. Better Places
2. Inclusive Opportunities
3. Planning, Listing, Conservation Advice and Investment
4. Climate Action
5. Stewardship of the National Collections
6. Developing Historic England

We offer funding for strategic research and to build skills and capacity in our historic environment.

The research we fund will help us to know what our historic environment comprises, which aspects of it are the most significant, how people value and interact with it, and what innovations in science and approach will help us to look after it for the future.

Who can submit a tender?

All organisations including local authorities, universities, charitable trusts and limited companies are eligible. As part of the process you will be asked for your Company Number, Charities Commission Number or VAT Number.

Individuals are also eligible provided they can demonstrate that they are registered as self-employed.

All contractors funded by Historic England must be IR35 compliant. This means that you should be able to demonstrate that the correct tax is paid, and that National Insurance Contributions are attributed correctly.

1 Where to find contract opportunities

1.1 In-Tend – the Historic England procurement portal

All Historic England contracts are advertised through our online procurement portal In-Tend. If you have not done so already you should register as a supplier on the portal for access to all open opportunities.

Contracts worth over £10,000 will be advertised through In-Tend and through the government procurement portal Contracts Finder.

1.2 Who to contact when preparing your tender

All project briefs, form of tender documents and supporting information are available to download from In-Tend. Each project brief will specify the member of Historic England staff you should contact if you wish to discuss your bid.

Project 7855: Rare early Bronze Age log coffin and axe discovered on Tetney Golf Course, Lincolnshire. Ian Panter, Head of Conservation at York Archaeological Trust, pictured holding the axe ©YAT.

2 Preparing your project design

The project design (PD) is the key part of your tender return, along with your Invitation to Tender .The document that we will use to monitor the management of the project should you win the work. PDs should be based on the format given in Appendix 1.

2.1 Things to remember while preparing your PD

If it's appropriate you should ensure that you have contacted all relevant stakeholders before you submit your PD.

Unless otherwise specified in the project brief, the digital and physical archiving strategy must be set out explicitly in your PD. The tasks and costs associated with the preparation of the digital archive should also be included in your PD. See section 5 for further details.

You should also consider:

- How well your PD addresses our Public Value Framework
- That accessibility legislation is reflected if your project output is hosted on public sector websites, intranets or mobile apps (see Appendix 3)

PDs for projects that include contributions from subcontracted specialists (including Historic England staff) should not be submitted until agreement in principle has been achieved on:

- The scope and nature of their contributions
- The level of involvement at each stage of the project
- Cost and timetable for the agreed contributions

PDs for projects which may:

- Involve data from third parties (e.g. Historic Environment Records) should have confirmed the availability of the data prior to submission
- Have databases as a final product must make sure that they are MIDAS compatible (if this is specified in the brief)
- Require physical access (either terrestrial or marine) should include written confirmation of how this will be achieved

Provisional start dates should be estimated as accurately as possible. We aim to hold an evaluation board within 10 working days of receipt, but this will vary with casework load and the complexity of the project. You should be aware that we may request minor revisions to a PD before agreement is reached and should allow for this when estimating the project start date.

2.2 Public information disclosure

Please be aware that we are subject to the Freedom of Information Act (2000) and the Environmental Information Regulations Act (2004). We have a policy to allow access to this information and provide services in accordance with these Acts. All project documents can be requested under these Acts. Commercially sensitive information will be redacted by our Information Rights Team. You can specify sections of your PD which you consider to be commercially sensitive in your form of tender documents.

Information on all contracts/grants funded will be added to the Government Grants Information System (GGIS). This facilitates the recording and reporting of grant information across government, providing accurate data to enable departments to manage grants efficiently and effectively, while actively reducing the risk of fraud.

2.3 Calculating project costs

We will agree projects with costs calculated in accordance with the guidance below and as set out in Appendix 1. We will consider costs calculated differently or presented in another format. If you choose to calculate costs differently, we strongly suggest you explain your reasons in your project design (PD).

If you are receiving Historic England funding for other project work (see *Guidance for Grants Projects*) day rates should be consistent between projects.

The costs section of your PD should distinguish between direct costs (core staff and non-staff costs), indirect costs (subcontracted staff costs), overheads and capital equipment.

All costs should be rounded up to the nearest Pound Sterling.

2.4 What are direct costs?

Direct costs consist of:

- Gross salary costs of all core staff (including administrative support staff), with a ‘hands on’ involvement in the project, calculated according to staff costs below
- Travel and subsistence costs directly attributable to the project
- Consumable items and materials necessary for the project
- Project-specific training
- Other direct costs are covered in overheads (see below for details of what is included in this) and should not be detailed in separate costs lines.

2.5 What are indirect costs?

Indirect costs consist of:

- Gross salary costs for subcontractors
- Plant and equipment hire

2.6 How to calculate staff costs

The names of all staff to be employed on the project, with their job title/specialism, day rate, number of days on project, and cost to the project should be included in the PD. Costs for core staff (those directly employed by you) should be shown separately from subcontractor costs.

The number of working days per year (normally 220) should be calculated to allow for paid leave, estimates for sick and special leave, staff appraisal and training.

Our strong preference is for the cost per day of all staff contributing to the project to be calculated as follows:

$$\text{Day rate} = \frac{\text{(Annual salary + National Insurance + Superannuation)}}{\text{Number of working days per year}}$$

Consultancies, subcontractors or individuals who are not paid an annual salary should use the above formula with day rates based on estimated annual income.

2.7 Copyright

Copyright on projects procured through the Heritage Protection Commissions (HPC) programme will normally rest with Historic England but will be subject to a licensing agreement with you. For further information on individual cases please see the project brief.

2.8 Overheads

You can add up to 25% to the net total of direct costs (staff salaries and other direct costs, but not including indirect costs) to cover overheads (rent, utilities, insurance, legal, audit etc).

2.9 Handling charges

You may also add a handling charge (overhead) up to a maximum of 10% for managing any indirect costs such as subcontracted specialist services and equipment hire costs. Overheads may not be charged on single service hires of more than £2,000 (e.g. boats).

2.10 Contingencies

Contingencies should not be built into the costs of projects. Possible contingency requirements should be identified in the risk log and applied for by way of a variation request if necessary (see section 3).

2.11 Capital equipment

Capital equipment should include all items purchased specifically for the project up to the value of £2,000. Invoices or receipts of any capital costs over £250 will need to be submitted as part of regular reporting. You will need to provide justification for these costs in your Project Design.

2.12 Inflation and VAT

Costs should be set out in the PD as shown in Appendix 1 on a (financial) year-by-year basis with a summary of the total project cost at the end.

For projects which span more than one financial year, inflation at 2% can be built into the costs for the second and third years of the project as required.

From 1 August 2013, the exemption for supplies of research between eligible bodies (universities and local authorities) was withdrawn. This change will mostly affect projects funded as a result of a tender process and will mean that if your organisation has a VAT-able arm you will be required to charge VAT. If you are VAT registered it is your responsibility to ensure the correct rate of tax is applied to your project costs. You should check your VAT status before submitting your PD, and if necessary, discuss this with us.

Hurston Ridge Double Stone Row, Dartmoor, Devon

3 Tender assessments, contract award and carrying out the project

3.1 Submitting your project design

Your project design (PD) and Invitation to Tender should be submitted along with any other requested documents (e.g. Form of tender documents) through the In-Tend system in advance of the advertised deadline. If you have trouble doing this, you should contact the helpdesk on 0844 272 8810.

We do not pay for PDs submitted as part of the procurement process.

Once the deadline has passed, we will convene an evaluation board and assess all submissions against the criteria advertised in the brief. You will be notified of the outcome of the board as soon as possible through the In-Tend system. Feedback will be provided to unsuccessful bidders who request it, usually within one month of the evaluation board . However, this will vary with casework load and the number of bids for the project.

The successful organisation will be contacted (usually through In-Tend) and a Project Assurance Officer (PAO) will be assigned to the project.

3.2 Your contract with us

We may request some minor revisions to your PD before agreement is reached. If these revisions do not relate to the cost of the bid the changes will most likely be discussed at an inception meeting with the revised PD forming the first project milestone.

If an inception meeting is not planned your PAO or the Tendered Projects Manager will collate the board's comments on the PD and pass them on to you. Revision may require some discussion between you, your PAO and Grants Team staff.

When all outstanding issues have been resolved you should submit a digital copy of your PD to the Grants Team. Your PAO may contact you to agree the details for the contract, which will include the project milestones along with the dates and amounts for payments.

Contracts and purchase order information (where applicable) will be issued to you by In-Tend . Contracts should be signed and returned to us within five working days. If you have any queries you should contact the Grants Manager at grantsbusinessimprovement@historicengland.org.uk. We prefer contracts to be signed, scanned and returned to us by email. If this is not possible, hard copies should be returned to our Swindon Office.

The contract will only be binding when it has been signed by you and returned to us. You should not undertake any expenditure on the project prior to this point. We cannot accept liability to reimburse any funds spent in advance of the contract being signed.

3.3 Reviewing progress

Your PAO will monitor progress on our behalf. The format and scheduling of meetings will normally have been set out in the contract. These meetings provide an opportunity for you to raise any issues or concerns.

You should provide your PAO with a written highlight report (see Appendix 2) before meetings and where necessary update your risk log.

You should compile and retain expenditure records for the project. Records of staff time spent on the project should also be kept. These records should be made available to your PAO on request.

After each meeting, your PAO will prepare a monitoring report which will be circulated to you and to all relevant staff at Historic England.

Quality of draft grey literature reports and products

Grey literature reports (RRS and non-RRS – please see section 4.1) and other project products will need to be submitted to Historic England in draft form so that Historic England staff (and other stakeholders where relevant) can review and comment on the material. The draft report or other product must be of sufficient quality to be accepted for review and comply with all relevant guidance, where applicable. The draft report or product must:

- be comprehensible throughout;
- be well-argued and constructed;
- be internally consistent in terms of ideas expressed;
- have been proof-read with simple grammatical errors, spelling mistakes and other typos corrected as much as possible.

Historic England will provide feedback and comments on the content of draft documents so that appropriate revisions can be made if necessary. Please note that proof-reading for spelling and typos etc. is not the responsibility of Historic England. Contractors should allow sufficient time and resource for the drafting and revision process in their project design.

3.4 Variations to your contract

Formal variations to tendered contracts are only possible in exceptional circumstances. Any request for additional funding or time must relate to issues that would have arisen for any of the contractors bidding for the work to ensure that additional allocated funds would not have influenced the outcome of the tender assessment.

Minor changes to the project are defined as tolerances and include the transfer of resources between activities; these do not need formal approval from us, although your PAO should be informed.

3.5 Payments

All payments will be made by bank transfer. We will ask for your bank details and if you have never received Historic England funding before, or if your bank details have changed since any previous funded projects, we will need proof of these details in the form of a statement/paying slip/ copy of a cheque.

The payments (in instalments) which have been agreed with your PAO will be set out in the contract. Payments are normally made in arrears although a start-up payment to cover initial costs is usually agreed.

Application for each instalment will be made by submission of an invoice if you are charging VAT or an A2 form if not. All invoices must include our purchase order number which will be provided by us with your contract.

Each instalment will be paid subject to satisfactory progress based on highlight reports and the recommendation of your PAO.

Payment requires the authorisation of the Head of Grants. There is no need to submit a statement of expenditure unless this is specifically requested.

3.6 Publicity

If you are planning to promote the project (at any stage) by issuing a press release or using social media, this must be agreed with Historic England and you will be required to acknowledge Historic England funding. The requirements will be similar to those for our grant funded projects: please see the using our brand guidance and contact your PAO for further advice.

Project 8274: Virtual Valley photography volunteer Jacob and Christians operative Shaun surveying at Christ Church, Bacup, Lancashire. © Valley Heritage

4 Completing the project

The final products and outcomes of the project should be specified in your project design (PD) and will be set out in your contract.

All final products should be submitted to your Project Assurance Officer (PAO) and the appropriate Grants Team Projects Officer at grantsbusinessimprovement@historicengland.org.uk. You will also need to submit a project stage closure report (see Appendix 2).

The Grants Team and your PAO will discuss whether the final payment can be made, and if it can, your PAO will request the final invoice or A2 form from you.

4.1 Grey literature reports, draft monograph texts and other project products

Research Report Series (RRS) Reports

For most research projects, final grey literature reports will be published on Historic England's Research Report Series (RRS) database. RRS reports must be produced in Historic England's RRS template in line with the associated guidance provided. RRS templates and guidance are available from the Grants Team.

- The reports must be accessible (see Appendix 5) and confirmation that accessibility checks have been carried out must be provided to Historic England when the final report is submitted.
- If copyright permission is required for any images or other material this must be obtained and a copy provided to Historic England, as per the details in the RRS guidance. If there are any restrictions on the copyright licence which would affect Historic England using or disseminating the information this should be discussed with Historic England before the image or material is used.

Other reports and products

If a grey literature project report is to be produced in a format other than an RRS report, this will be agreed at the project design stage and requirements and standards for the final report should be clearly defined. Likewise, the format of other products, such as guidance or toolkits, should be agreed and defined at project design stage.

- Non-RRS reports and other products must still be accessible (see Appendix 5) and confirmation that accessibility checks have been carried out must be provided to Historic England when the final product is submitted.

- All digital files must be produced in standard file formats accessible to Historic England (e.g. .docx, .xlsx, .pdf, .jpg, .tiff). Requests for alternative submission formats must be discussed with Historic England and agreed before files are prepared and submitted.
- If copyright permission is required for any images or other material, this must be obtained and a copy provided to Historic England. If there are any restrictions on the copyright licence that would affect Historic England using or disseminating the information this should be discussed with Historic England before the image or material is used.
- The 'Funded by Historic England' logo must be used on all project products.

Submission of final grey literature reports and products

Final versions of reports and products must be submitted in the agreed format with all accessibility checks, quality checks and proof-reading completed.

Draft monograph texts

Some projects will produce draft text intended for formal publication as a monograph. At the end of the relevant project stage this draft material should be submitted to Historic England in digital format ready for peer review as per the following requirements:

- Chapters for main text should be together in one document where possible. If this is not possible (due to document size for example) all documents for individual chapters and sections must be clearly labelled so that reading order is apparent.
- The main text should include correct references to relevant figures. If the figures are provided in a separate document or file collection these must be organised in reading order with each figure labelled correctly and clearly identifiable. Where a large number of figures are included in the submission, a separate figure checklist to guide the reviewer is recommended.
- All documents must include page numbers.
- Document font should be Arial, size 12.
- All digital files must be produced in standard file formats accessible to Historic England (e.g. .docx, .xlsx, .pdf, .jpg, .tiff). Requests for alternative submission formats must be discussed with Historic England and agreed before files are prepared and submitted.
- A basic proof-read for grammatical errors, spelling mistakes and formatting issues must have been carried out.
- If there are any issues that the reviewer needs to be aware of this information must be provided in an explanatory note accompanying the draft material.

Once the draft monograph text has been reviewed, subsequent editorial work and publication costs will be subject to a new funding agreement with us.

5 Digital archiving

Unless otherwise specified in the brief we ask you to ensure that digital archives are deposited with a publicly accessible Trusted Digital Repository approved by Historic England e.g. the Archaeology Data Service (ADS).

5.1 What is digital archiving?

Digital archiving is distinct from digital dissemination. By asking for deposition of a digital archive we are ensuring that the data is preserved for the future in a format that can be migrated as and when operating systems and software usage changes. A technical guide on digital archiving is available on the ADS website.

5.2 Preparing for digital archiving

Advice should be sought at an early stage in the project from the digital archiving organisation that will receive the archive. You should prepare and organise the datasets so the exact number of files, the format of files, and the size of files can be calculated as part of any final reporting or archiving stage. You also need to ensure that you have agreed any issues relating to copyright.

Ideally the full dataset from all project stages should be prepared and archived to a similar standard and particularly with a view to the data's suitability for reuse by others. Priority should be given to digital preservation of data records which *only* exist in digital format.

5.3 Digital storage grants

For information on applying for digital storage grants please see our Guidance for Grants projects.

6 Online access to OASIS

6.1 What is OASIS?

OASIS is an acronym for Online Access to the Index of Archaeological Investigations and is an online recording system that provides an index to information and reports about historic environment investigations and links to associated Historic Environment Records (HERs).

Completing an online OASIS form for a project helps improve access to, and distribution of, any grey literature reports that are produced in the course of historic environment investigations.

6.2 When should you use OASIS?

We will specify in the project brief if an OASIS form should be completed. Guidance on completing the form can be found on the OASIS website.

Confirmation that the OASIS form has been completed will normally be a formal project milestone in your funding agreement.

7 Data Management Plans and Statements

All projects creating data will need to have a Data Management Plan (DMP) in place at the start of the project which is maintained and updated during the life of the project. This will set out how project data will be collected, stored managed etc. A Data Management Plan template is available on our website. Further advice on DMPs is available from the HE funded Dig Digital project. This was developed for archaeological projects, but the general principles apply to most other projects.

All projects which update Historic Environment Records require the HER to have a Data Management Statement (DMS). If the project is directly funding the HER and it does not already have a DMS HE will consider the inclusion of time to complete a DMS for the HER as part of a project. Where the project is external to the HER and the HER does not already have a DMS this should be flagged, and HE will assist the HER in completing one prior to the end of the project.

8 Research Ethics

As a Public Sector Research Establishment recognised by UK Research and Innovation as an Independent Research Organisation, Historic England is expected to conform to the highest standards in the research we conduct, whether done internally by our own staff, through commissioned projects and tenders or in partnership with external bodies.

Historic England has a responsibility to ensure that all research we support has been rigorously assessed in terms of any ethics implications arising from the research design, methodology, conduct, dissemination, and the archiving, future use, sharing and linkage of the data produced. Please see our Research Ethics Policy and Procedures.

As such, it is expected, where necessary, that research carried out through tendered projects will require ethics approval. Any such approval application will be submitted by Historic England, but you must provide details of any Ethical considerations for your project in your PD: please see the PD template in Appendix 1 for further details.

9 Climate Change

Historic England strongly supports urgent climate action. Heritage has a crucial role to play in helping society to mitigate, manage and adapt to the impacts of climate change, ensuring communities can reduce their environmental impact, transition to Net Zero, and improve resilience to future change.

Our Corporate Plan sets out our Climate Action Priorities, and our Heritage and Climate Change Strategy describes Historic England's response to the climate crisis. It includes our Vision and Aims, what we are doing as an organisation, and how we will prioritise our work. It also explains how we will work in partnership, and support and empower people outside Historic England to combat climate change.

Historic England has committed to achieving net zero and has set an ambitious target to be net zero by 2040. Our Carbon Reduction Plan sets out our focus areas and how we will achieve our target.

We are keen to raise awareness of environmental issues and ask consultants to consider these when bidding for a tendered project from Historic England. Projects must consider how the current and future climate-driven risks and impacts could affect the outcomes and must ensure projects are designed with these risks/impacts in mind. We realise that not all these issues will be applicable to every project, and that you may not be able to change your ways of working, but when bidding for a tendered project please consider the following:

- Day-to-day operations
- Will any greenhouse gas emissions be produced by your activities e.g., through the burning of fossil fuels whilst running a gas boiler, or fuel combustion from using vehicles or equipment? Can these be reduced, if so how?
- Will you be working from an office/site which uses electricity and is this renewable or non-renewable? Can energy consumption be changed or reduced, if so how?
- Can you reduce the number of journeys required as part of your project and/or could you use lower carbon modes of transport e.g., walking, cycling, public transport, electric vehicles etc?

- Purchase of goods, materials and services and the supply chain
- What will you need to purchase to deliver your project, and what types of materials are these things made of? Has there been any consideration to the use of sustainable and/or recycled materials? If yes, please detail.
- Do you have any plans to reuse any materials throughout the duration of your project? If yes, please detail.
- Has there been any consideration of transport costs associated with goods and material supply and/or construction techniques? If yes, please detail.

- Will you be producing any waste? If yes, what kind of waste? Please consider the waste hierarchy

- Are there any other ways you can reduce environmental impacts?

10 Modern slavery

Historic England has a zero-tolerance policy for any form of modern slavery, coerced labour or human trafficking, both within its own business, within its supply chain and amongst grant recipients.

Further details about our policy can be viewed on our website.

Our standard grant conditions which will be issued to you should your application for funding be successful include a reminder to you about your obligations under the Modern Slavery Act 2015.

11 Equality and Diversity

Historic England is committed to diversity and inclusion and ensuring our grant projects can deliver outcomes for people and communities as well as heritage. You can read more about this is in our strategy for inclusion, diversity and equality.

12 Complaints procedure

We aim to establish an open and transparent procedure.

If you have a complaint or grievance about the handling of the project or the behaviour of Historic England staff, then you should discuss these with your Project Assurance Officer (PAO) in the first instance.

If satisfactory resolution is not achieved, or if the complaint relates directly to the behaviour or performance of your PAO, the complaint should be made in writing and by email to the Head of Grants at our Swindon Office. The Head of Grants will acknowledge receipt of the complaint and will set out a deadline (normally no more than 10 working days from receipt) for a substantive response to be made.

If the complaint relates to the behaviour of the Head of Grants, it should be made in writing and by email to the Director of Strategy and Business Development at our Swindon Office.

Further information on complaint procedures is available from Historic England at our Swindon Office.

The Senior Officer Responsible is ultimately accountable for a programme meeting its objectives, delivering the projected outcomes and realising the expected benefits. They are the owner of the business case and accountable for all aspects of governance.

The Senior Officer Responsible for this funding stream is Melanie Lewis, Director of Strategy and Business Development.

Appendix 1

Application documentation

Suggested format for project designs

The project design (PD) is the key project management document. It should be a comprehensive, free-standing document that assumes no prior knowledge on the reader's part.

Document control grid

Document control grid	
Organisation and contact details	
Project Name	
Organisation applying for funding	
Company Number	
VAT Registration Number (if applicable)	
Charities Commission Number	
UK Educational Institute ID (see UKRLP website)	
Author(s) and contact details	
Other funding: Have you applied, or are you intending to apply, for funding from other sources in relation to this project? If 'Yes' please list.	
Origination date	
Version	
Policy details (these may be requested)	
Do you have a H&S statement, and will you conform to all relevant H&S legislation? (mandatory)	

Will you adhere to our modern slavery policy? (mandatory)	
Do you have a net zero policy (not mandatory) – have you addressed climate change when putting together the PD and/or are you working towards a net zero policy? (mandatory)	
Do you have a research ethics policy? (not mandatory)	

Project summary

This section should briefly focus on:

- The need for the project
- The overall aims of the project
- The work that will be done to achieve this aim

Your summary should be in plain English and avoid any unexplained acronyms. If there are any confidentiality requirements, they should be set out here.

Background

The background should set out how we have got to the current position and it allows you to set out the context for the work. You might want to consider previous related work, and how the project relates to the current political, economic, social, climatic or heritage sector context.

Aims

Project aims are the things you want to achieve or enable, the outcomes you want, or the questions you want to answer. Think about what success will look like.

The aims of the project are the changes you are hoping to effect in the historic environment as a result of this work. They are not a list of products.

It may also make sense to split the aims into different sections, for example, management aims, methodological aims, outreach and dissemination aims. For some projects, it may be easier to set out a series of research questions in this section.

Aims should not be confused with tasks.

Business case and Public Value Framework

Why should the project be undertaken at this time, and by the proposed project team?

Reference should be made to the Historic England Corporate Plan, and if relevant, the Research Strategy, but you should add your own justification for the project. This should be a convincing case that the project will make a real and positive impact on England's heritage.

- Should the project address any other frameworks or strategies?

- How will the project represent a good return on investment for England's heritage?

Historic England has adopted a Public Value Framework (PVF) to provide assurance to its stakeholders, including the taxpaying public, that it invests public money in ways that optimise value. Authors should make assiduous efforts to respond to the PVF; particular weight will be placed on the alignment of PDs with our Corporate Plan strategic activities and goals. PDs should set out clearly how the project will return a good investment.

Stakeholders and interfaces

Who is going to be involved, e.g. Historic Environment Records? Do you need any stakeholders to be involved in the project, i.e. to comment on draft reports?

Who is the project going to benefit? Whose attitude and behaviours is the work seeking to change?

Who else will be interested and want or need to be informed? Are there any opponents?

Will the project impact or benefit diverse audiences?

Are there any connections which need to be established between this project and other projects, preceding, concurrent with, or following on from it?

Methods and scope

You will be expected to demonstrate a clear methodology that will meet the project's aims. What is in and out of scope? What techniques or approaches will be employed and are specific sources of information to be used?

Where appropriate, reference should be made to professional standards and guidelines relevant to the work to be done (such as those published by the Chartered Institute for Archaeologists for archaeological investigation). How will you publicise and promote your project while it is underway, and do you need to talk to Historic England Communications (see website for further details)? It may be appropriate to link paragraphs in the methodology to numbered tasks in the task list.

Assessing impact

It is important that all projects commissioned by Historic England make an impact. You should, where practical, attempt to assess this as part of your project. This evaluation should be comprehensive but proportionate.

You should address impact evaluation at the planning stage of your project and set out how you will do this. You will need to work out how this evaluation will be designed and managed and should set out:

- Where are you at present (e.g. what you already know or what tools or information already exist)
- Your planned outputs (products) and outcomes (the impact these products will have) – it is important to demonstrate a link between your outputs and outcomes
- How you will determine if your outcomes/impact have been achieved
- When and how often you will assess outcomes/impact
- How you will present the evidence

Kinds of outcomes/impacts which might be recognised are:

- Skills will be developed (product) to allow more effective responses to unavoidable changes in the historic environment (outcome/impact)
- Local authority strategic plans and marine plans are better informed (product) about the heritage impacts of significant threats leading to reduced developer risk (outcome/impact)
- Nationally important heritage at risk assets are investigated (product), resultant knowledge is secured and shared with the public, leading to better understanding (outcome/impact)

Products, communication, engagement and archiving

What will the project produce in terms of both hard and soft products (reports, databases, mapping, meetings etc), and how will these contribute to the project's ultimate aims? You should provide product descriptions for the main products and/or a synopsis. You may wish to include these in tabular form as an appendix (see below).

If the project will produce a Research Report Series (RRS) report this should be agreed with Historic England. Reports in another format should likewise be agreed and specified (see section 4).

Please consider how you will make sure that the products meet accessibility requirements (see appendix 3) and include sufficient time and budget for this.

How will products be disseminated and archived?

Include relevant tasks in the task list.

Stages and tasks

Does the project need breaking down into stages? A task list which includes days per person, per task (including administration tasks and staff) must be included (see below) in all PDs. This should link to the methods.

Ownership and copyright

Copyright on the final products will, in most instances, rest with you. However, an in-perpetuity licence will be granted to Historic England.

Project Team

What are the roles and responsibilities of the Project Team (including subcontractors)? You may wish to include short biographies or CVs.

Communications, review and evaluation

How will the Project Team communicate both internally (meetings, emails, discussions etc) and externally (with Historic England and other stakeholders)? How will progress be reviewed and who will be responsible for contractor quality assurance? You should specify the frequency and format of review meetings and highlight reports.

Health and Safety

All PDs should include a Health and Safety statement. Safeguarding policies should be included for any projects dealing with young/vulnerable people.

Research Ethics

If advised in the Invitation to Tender, or you consider it relevant, PDs should include a section where research ethics are considered along with details of:

- the Risks and potential harm that may arise from the research and how it will be addressed, including the potential risks to the Researcher and/or research team, participants and/or cultural heritage
- where applicable, how personal and/or sensitive data will be processed, stored, and destroyed, and who will have access to the data.

If necessary, you will be asked to complete a Tendered Project Research Ethics proforma as part of the invitation to tender documents.

If appropriate, on completion of the project, you will be required to provide answers to two ethics questions, these will form part of your project closure report (please see Appendix 2). These questions allow you to note ethical issues, apart from those noted in the PD, that arose over the lifespan of the project and how they were dealt with.

Budget

You should calculate your costs according to this guidance and set them out by financial year (see below).

Timetable

You should include a Gantt chart and/or detailed timetable.

Risk log

You should include a risk log. You may wish to include this in tabular form as an appendix (see below).

Please see the following page for preferred format for costs.

Preferred format for costs

Direct costs

Contractor Staff

Role	Name	Day Rate	Days	Cost	Total
Project Executive		£400	5	£2,000	
Project Manager		£300	10	£3,000	
Expert/Project Officer		£250	15	£3,750	
Expert/Project Officer		£250	10	£2,500	
Support/Project Admin		£140	5	£700	
Total contractor salary costs for year					**£11,950.00**

Non-staff costs

Transport	£1,000	
Computer consumables	£350	
Total non-staff costs		**£1,350.00**
Overheads on direct costs @ 25%	£3,325	

Indirect costs

Subcontractor staff

Expert (animal bone)	£300	4	£1,200	
Expert (GIS)	£200	10	£2,000	
Expert (Academic)	£250	2	£500	
Pump hire			£1,250	
Total subcontractor costs for year (including any irrecoverable VAT)				**£4,950.00**
Main contractors handling charge overhead on subcontract costs @ 10%			£495	

Capital equipment

Laptops x 4	£2,000	
Total capital equipment (including any irrecoverable VAT)		**£2,000.00**

Net total 2024/25 **£24,070.00**

VAT (if applicable) **£5,014.00**

Gross total 2024/25 including VAT **£29,084.00**

Suggested format for task lists

Task No.	Task Details	Staff shown by initial	No. Days
Project Management			
1	Project management (including highlight reports)	CD	2
2	Team meetings	TC/CD/GB	1/2/1
3	Publication synopsis	KB	0.5
4	Updated project design	TC	3
Stage 1: Liaison with HE/Specialists			
5	Liaison with HE illustrator	CH	1
6	Digitising relevant specialist reports (OCR scan)	CH	0.5
7	Liaison with relevant staff and specialists, including collation and distribution	CD	2
8	Arrange delivery/collection of finds to specialists	CD	1
Stage 2a: Artefacts			
9	Small finds	FY	14
10	Glass	FY	0.5
11	Wall plaster	FY	11
12	Roman pottery	PW	35
13	Anglo-Saxon pottery	CD	4
14	Medieval and post-medieval pottery	CD	11
Stage2b: Environmental analysis			
15	Animal bone	CW	14
16	Insects	K	11
17	Plant macrofossils	K	2
18	Pollen	K	19
19	Re-prepping pollen	KB	2
Stage 2c: Scientific reports and dating			
20	Radiocarbon dating	CB	4
21	Dendrochronology	CB	4
Stage 3: Mapping and illustration			
22	Digitising base site plan	PB	2
23	Lidar	D	2
24	Update site illustrations and include photos	D	15
25	Produce updated and additional finds illustrations	AS	10
26	Finds photography	FY	1
Stage 4: Publication			
27	Collate publication draft	CD	25
28	Internal edit and dispatch for refereeing	TC	5
Stage 5: Archiving			
29	Prepare archive for deposition and deposit archive	DB	15
TOTAL			220.5

Suggested format for risk log

A risk log should be included in your detailed project design. It should help you monitor project risk (uncertainties in outcome).

It should be checked when you are reviewing progress to assess whether the likelihood of each risk has changed, and whether any anticipated risks are occurring. The risk log will generally take the form of a table with the following columns:

Risk Number	Description	Probability	Impact	Counter-measures	Estimated time/cost	Owner	Date this entry last updated
	Description of the risk	Probability of the risk occurring (high, medium, low)	Likely impact of the risk (high, medium, low)	Agreed action(s) to avoid or reduce the impact or probability of this risk	An estimate of time and cost for agreed counter-measures for each risk; if a risk occurs and there is a need for either additional time or funds then this should be discussed with your PAO and a request for a variation prepared (see section 3 of this guidance – variations to your funding agreement)	The member of your Project Team responsible for monitoring this risk and notifying the Project Manager if it occurs. This should be someone 'close to the problem'	The risk log should be reviewed as the project progresses

Suggested format for product descriptions

Product descriptions for the main products should be included in your detailed project design. Highlight reports and project stage closure reports do not need product descriptions.

Product descriptions generally take the form of tables with the following headings:

Product Number	
Product Title	
Purpose	What is the aim of the product?
Composition	What will the product consist of? This section allows you to include a detailed report synopsis if necessary.
Format	Will this product be provided in accessible format?
Allocated to	Who on the Project Team will undertake the work? Where this is not known, the required skills should be documented.
Quality criteria and method	How will the quality of the product be checked? Quote relevant standards or guidelines.
Person/group responsible for quality assurance	Who in the Project Team (or Stakeholders) will be involved in checking the quality of the product? Who on the Project Team will approve the final version of the product?
Planned completion date	Estimated dates for the first draft or prototype, and planned date for delivery or completion.

Appendix 2

Progress documentation

Suggested format for highlight reports

Highlight reports should be written by the Project Manager. They should be emailed to your Project Assurance Officer (PAO) at least one week in advance of meetings. They should address general progress as well as specifically covering any project milestones due during the review period.

Headings generally include the following although complicated projects may require additional headings and considerable detail.

Project name and number	
Author	
Date	
Circulated to	
Period covered (normally since the last project meeting or last highlight report)	
General progress	
Timetable (is the overall project on schedule, ahead of schedule or falling behind?)	
Budget (is the overall project on budget, underspent or overspent?)	
Resources (does the overall project have the resources; staff, time, equipment etc, it needs?)	
Products and tasks completed during this period, i.e. since the last highlight report	
Products and tasks to be completed during the next period, i.e. before the next highlight report	
Project risks – have there been any changes in the status or likelihood of risks documented in the risk log? Have any new risks been noted?	

It may be useful, for long or complicated projects, to include a report by task as listed in the project design, giving amount of time used and estimating percentage of task complete. This will demonstrate any risks associated with the timetable or cost. A comments section should also be included which notes how problems will be addressed.

Task No.	Days allocated in PD	Days already undertaken	Estimated % complete	Comments
Task 4	8	6	85%	Completion to plan is expected.
Task 5	10	7	50%	Although this is behind schedule, initial problems with the database have been addressed and recording is proceeding faster than expected.

Suggested format for end of project stage closure reports

Project stage closure reports should be written by the Project Manager. They should be emailed to your Project Assurance Officer (PAO) and the Historic England Grants Team at the end of each agreed project stage.

Reports should summarize the project and must include a statement on the impact it has, or will have in the future (see Assessing Impact). They should also set out highlights, challenges, and recommendations which might help you or Historic England when planning future projects.

Headings generally include the following although innovative, complicated or problematic projects could require additional headings and considerable detail. Some questions you may wish to consider are set out below, but you should think about your project and address its specific issues.

Project Name and	
Author:	
Date:	
Project summary and impact statement: A short description of the project, and its outcomes. Some questions to consider could be:	• What did it achieve and/or produce and how did it do this? • How was the project publicized, disseminated and promoted? • What will change as a result of the project? • What or who will benefit from the project outcomes and outputs (products) and how will this benefit be realized? • Will the project make a huge difference to a few historic buildings or places/people/groups, or will it influence a lot of things/people to some degree? • How do you, or will you, know if your outcomes/impact have been achieved, and do you need to assess the outcomes/impact of your project in the future? If so when? • Has sustainability been addressed, how will the project continue to make a difference, and are any systems or agreements in place which ensure this happens? • It is a Historic England corporate priority to enrich the National Heritage List for England. Can this project contribute to this?
Highlights: Which processes, tools, techniques and methods worked well and why?	

Challenges: Which processes tools, techniques and methods encountered problems and why? Some questions to consider could be:	• Did the project achieve its aims, or more/less than intended? • Were there any exceptional outputs (e.g. photographs, specific reports, new methods)? • Did anything not work as planned? • Did project management processes work well? • Was communication good (between project staff and external experts, with stakeholders, with Historic England?) • Did you get good by-in from stakeholders or owners? • Were information sharing methods in place, and did they work? • Were expectations of colleagues and stakeholders realised? • Was dissemination and promotion good; what was publicity and press coverage like? • Was the project team sufficiently skilled, trained and empowered? • Were sufficient risk strategies in place and managed? • Did quality-assurance procedures work well? • Were allocated time and resources sufficient? • Did the project complete on time?
Research Ethics (if applicable to the project)	1 Were there any significant change(s) to the project that had ethical implications? If *Yes*, what was the outcome of this amendment? 2 Were there any unanticipated serious adverse effects on participants, the environment and/or cultural heritage? If *Yes*, please provide details of the action taken to address them
Recommendations: Where any lessons learned, and can you make recommendations which will improve similar projects in the future?	

Appendix 3

Accessibility

Definition of accessibility

New regulations mean that public sector websites, intranets and mobile apps have a legal duty to meet accessibility requirements. Failure to comply will be reported to departmental ministers (DCMS for us) and can lead to fines.

The Cabinet Office views this legislation to be as significant to the public sector as GDPR.

Accessibility means more than putting things online. It means making your content and design clear and simple enough so that most people can use it without needing to adapt it, while supporting those who do need to adapt things.

The definition of accessibility in this context can include impaired vision, motor difficulties, cognitive impairments or learning disabilities and deafness or impaired hearing. At least 1 in 5 people in the UK have a long-term illness, impairment or disability. Many more have a temporary disability.

Legal obligations

We have a requirement to meet the WCAG 2.1 Level AA standard. The Government Digital Service has produced a primer checklist which can help with understanding the standards. This obligation includes intranets and external facing sites, third party tools we have procured and websites/information on websites which we have funded via grants. It does not include third party channels such as Facebook or LinkedIn.

Each resource should have a statement which needs to include:

- Whether the website or app is ‘fully’, ‘partially’ or ‘not’ compliant with accessibility standards
- If it’s not fully compliant, which parts of the website or app aren’t currently meeting accessibility standards and why
- How people can get alternatives to content that’s not accessible to them
- How to contact you to report accessibility problems – and a link to the government website they can use to complain if they’re not happy with the response

A sample statement is available here.

The regulations will be enforced by the Equality and Human Rights Commission (in Great Britain) and the Equality Commission for Northern Ireland.

Make sure new features are accessible

We must make sure new content or features meet the standards. This includes:

- Making sure any new PDFs or other documents are accessible
- Writing good link text
- Structuring content well
- Publishing accessible images and videos
- Making sure new features work on assistive technologies

It's much easier to make things accessible from the start than it is to go back and fix them.

Further accessibility resources

Please see the links below for government guidance on accessibility:

- https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps
- https://gds.blog.gov.uk/2019/05/21/accessibility-update-sample-accessibility-statement-monitoring-and-enforcement/
- https://www.gov.uk/guidance/make-your-website-or-app-accessible-and-publish-an-accessibility-statement
- https://alphagov.github.io/wcag-primer/checklist.html

Historic England guidance on making accessible content is available here:

- Explanation of accessibility and how to make documents accessible: Document accessibility - Using our brand
- Publishing accessible web content: https://historicengland.org.uk/content-design/accessibility/
- How to prepare image content for the Historic England website: https://historicengland.org.uk/content-design/preparing-image-content

From the extraordinary to the everyday, our historic places matter to us all. That's why at Historic England we work together with people across England to discover, protect and bring new life to our shared historic environment – so the heritage that surrounds us lives on and is loved for longer.

Please contact guidance@historicengland.org.uk with any questions about this document.

Website: historicengland.org.uk

If you would like this document in a different format, please contact our customer services department on:

Tel: 0370 333 0607
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