

Spalding Gentlemen's Society – New Beginnings

Invitation to Tender: Business Planning Consultant

Issue Date: 16th April 2026

Return Date: 12th May 2026



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1. THE BRIEF INTRODUCTION:

1.1 SERVICES REQUIRED:

SGS is seeking proposals for the provision of a range of consultancy support services for the Spalding Gentlemen's Society New Beginnings project. This brief is for the procurement of a Business Planner to develop a robust, evidence-based Business Plan. The plan will capture the impact of the project and outline how it will be used to develop the museum for five years post project completion. Income targets should be robust and realistic, working with SGS to understand and articulate their vision and mission. The business plan will be for the organisation so must reflect and consider the needs of a range of funders and partners, in particular The National Lottery Heritage Fund and Arts Council England. The business planner should work closely with the activity planner to ensure a coordinated approach.

1.2 SEPARATELY PROCURED SERVICES:

Other services which have been procured separately or are in the process of being procured separately for the project are as follows:

- a. Project Manager
- b. Design Team / Architect
- c. Quantity Surveyor
- d. Activity Consultant
- e. Fundraising Consultant
- f. Interpretation & Exhibition Consultant
- g. Evaluation Consultant
- h. Branding & Website Consultant

1.3 RESPONSE OVERVIEW:

All those wishing to respond to the brief are required to submit a response as outlined below. The response should cover the following:

- Experience: Your response should outline your team's experience in this area including similar sites and other The National Lottery Heritage Fund and museum and/or heritage projects.
- Overview of your team including CVs: Your response should identify all the professional staff it is proposed should work on the Commission, with supporting CVs listing qualifications and relevant experience. It should be clear who the lead contact(s) will be and the resource allocation for the project.
- Methodology / Approach: Outline how you will work with SGS and the wider team. This should also include a project delivery statement (including how the work will be approached, methods of working, and demonstrate an understanding of current challenges and opportunities facing the sector), and a programme.
- Price: Your response should include a fee split against the development and delivery phases. It should clearly outline the number of days and added costs such as expenses.

Your response should be submitted electronically, in PDF format and should be no more than 15 pages long excluding CVs and other appendices.

2. SPALDING GENTLEMEN'S SOCIETY INTRODUCTION:

2.1 SPALDING GENTLEMEN'S SOCIETY:

Address: 9a Broad St, Spalding PE11 1TB.

The Spalding Gentlemen's Society (SGS) was founded in 1710 by Maurice Johnson 'The Antiquary' whose initial vision was to support learning and education in his local community. SGS is Britain's oldest provincial learned society and second-oldest surviving museum making it of clear national, if not international heritage significance. The founding ethos of the Society was '*Pro Bono Publico*' or 'for the public good' and 300 years after the Society was founded, the meaning of this phrase is once again at the very heart of the vision of the project being put forward today.

Today the SGS operates as a public-facing museum and educational charity supported by a membership of more than 360 individuals from around the world (membership being open to anyone over the age of 18). The Society is driven by a team of more than 75 regular volunteers who deliver the Society's operations, facilitated by a part-time Head of Collections & Operations and a full-time Collections & Facilities Officer.

Having been a men-only society for three centuries the Society has been on a transformational journey since 2000 responding to community demand; welcoming women in 2007, gaining Museum Accreditation in 2014 and increasing public access and engagement every year since 2016.

2.2 SGS VISION:

For more than 300 years the Society has been a beacon of Enlightenment ideals. It is Britain's oldest provincial learned society and second oldest surviving museum. Today, the Society aims to connect members, visitors and the wider public with the world through interactive engagement with the Society's collections on-site, virtually and through outreach. The Society believes that curiosity, discovery and the search for knowledge can and should be nurtured and open to all.

2.3 SGS MISSION:

The Society's mission is to support the creation and sharing of knowledge by providing access to those collections and by offering innovative social and educational projects for all people. They aim to:

- Tell the unique story of the Society, its collections and its members.
- Maintain and develop a range of public programmes that reflect the range and diversity of the collections, their members, their community and society more broadly, and are accessible to all.
- Safeguard, develop and display the collections to ensure their continued improvement and benefit for future generations.
- Provide opportunities for members, volunteers and visitors of all backgrounds, living locally or further afield, to enjoy and engage with the remarkable collections through participation in lifelong learning and creative expression.
- Provide volunteers and students with opportunities to learn new skills in collections care, research, management and conservation.

2.4 SGS VALUES:

The Society believes that:

- The pursuit of knowledge should be free and open to all.
- Openness, honesty & respectful dialogue are at the foundation of knowledge making & knowledge sharing.
- Inclusivity and accessibility must guide all the Society's working practices.
- Lifelong learning, personal development and self-discovery are fundamental parts of being human.

As custodians of the Society's collections, the Society have a responsibility to research and interpret our collections and their provenance honestly and transparently, including where that provenance may be sensitive or difficult.

3. THE PROJECT:

3.1 PROJECT OVERVIEW:

The redevelopment and revitalisation of Spalding Gentlemen's Society's town-centre buildings has two phases, which are not to be confused:

- 1) Phase 1: MEND project.
- 2) Phase 2: New Beginnings project.

This ITT is associated with Phase 2 of the project ('New Beginnings') and will focus on such. However, these two phases are ultimately linked throughout and must align in a common goal, to ensure they deliver the overall client requirements and aspirations. A brief paragraph is provided on Phase 1 (MEND) below, to ensure anyone interested in the project understands the overall scheme.

Phase 1 (MEND) is currently underway, with a provisional completion date of March 2027. Phase 1 is associated with Spalding Gentlemen's Society Grade II listed building, originally built in 1911 and later extended in the 1950s and 1960s. Due to ageing construction methods and ground conditions, these later extensions are now subsiding and placing strain on the original structure. Historic England has identified the building as being at risk and recommended the removal of the rear extensions. The project will therefore address these issues, as well as deliver accessibility improvements and upgrades to mechanical and electrical services. These essential works will help secure the building's future for generations to come. Funding has been obtained from Arts Council England's Museum Estate and Development Fund (MEND) funding scheme.

Phase 2 of the project (New Beginnings – the subject of this Invitation To Tender) will secure the SGS's internationally significant collections and bring its historic home back to life. It will put Britain's oldest provincial learned society back on a sustainable footing for the next century by re-purposing the neighbouring historic engineering works to create essential conservation, exhibition and learning space and a new collections store. The project will:

- Bring all of the SGS's collections under one roof.
- Protect and conserve the Society's atmospheric historic home whilst creating a regional centre of excellence for heritage, conservation, collections management and research in the Fenland.

- Deliver conservation, digital and research training to impact acute skills deprivation specific to Spalding and the surrounding region and grow the Society's programme of outreach and engagement for local young people, adults and the neuro-diverse community such as the Feather Teens CIC.
- Improve visibility and perception of SGS to engage with hard-to-reach audiences such as the migrant community and unemployed.

The project is funded by The National Lottery Heritage Fund under their Heritage 2033 framework. Heritage 2033 is the 10-year strategy from The National Lottery Heritage Fund that sets out how it will invest the money raised by National Lottery players to ensure heritage across the UK is valued, cared for, and sustained for everyone now and in the future. It takes a long-term view of heritage, supporting projects of all sizes and strengthening partnerships to bring social, cultural, environmental and economic benefits to people and places. The strategy is guided by four main investment principles that all funding decisions and applications should reflect:

1. **Saving heritage** – conserving and revitalising heritage, protecting at-risk sites and ensuring heritage remains accessible and relevant.
2. **Protecting the environment** – supporting nature recovery and environmental sustainability, helping landscapes, habitats and cultural heritage adapt to climate change.
3. **Inclusion, access and participation** – promoting diversity, removing barriers to access, and enabling more people and communities to engage with and contribute to heritage.
4. **Organisational sustainability** – strengthening the capacity, resilience and long-term financial health of heritage organisations so they can continue to contribute to communities and local economies.

3.2 CAPITAL WORKS:

The proposed capital works will:

- Create a new accessible entrance foyer and temporary gallery space that could include a small café coffeehouse. The new entrance area will be large and light and spacious and will provide easy, level access into the 1911 building to allow visitors to move into that space as part of their visit. It will be animated by a rolling programme of temporary exhibits (see activities below) and more permanent interpretation. The elevation will be heavily glazed to create a sense of transparency allowing passersby to see into the building; this will help to overcome the chronic issues of confusion about what the SGS is and false perceptions of what it does.
- Create a new vertical access core where the Society's historic 1911 home joins the historic engineering works. This will include a new lift that will create disabled access to the first floor of the 1911 building for the first time in its history.
- Provide a new flexible exhibition and learning space on the first floor to allow the Society to bring lectures and school visits back under its roof in an appropriately sized space. Views up into the space will be possible from the street to help overcome issues with perception and show the community clearly what goes on at the Society.
- Create conservation and digitisation studios allowing the Society to bring its busy programme of practical conservation work and training into its home. The nature of the 1911 building means that it has never been possible to undertake this work here. The proposed conservation studio will be located towards the front of the re-purposed business centre building and will be designed to allow visitors to the site to see in and observe practical conservation work taking place.
- Retro-fit the historic engineering works to create a large, high density collection store on ground floor capable of housing the Society's extensive museum, library and archive holdings (including parts of the remarkable Designated Collection) and other collections. The collection store will be located adjacent to the

conservation studio and reading and research room to allow for the easy and safe movement of items between the two spaces.

3.3 ACTIVITIES:

The project also delivers a complementary Activity plan that will allow the Society to refresh and enhance its formidable programme of existing activities and supplement them with new initiatives that will help us to reach important new audiences. As part of the original application an outline plan was developed. The key targets are outlined below:

- Allow the Society to increase its general opening hours at the Society's main home by providing funds for new staff and training for volunteers.
- Enable the Society to deliver a calendar of seasonal and themed events throughout the year designed to attract children, young people, families and general visitors.
- Undertake consultation and activities that build relationships with the local community, particularly with underrepresented groups, to understand how they would like to engage with the museum. This will form the foundation for developing lasting connections, enabling the community to increase their involvement with the society through visits, volunteering, and membership.
- Create an opportunity to allow the Society to support people in the area with low or no qualifications or skills; a group for which Spalding has an above average representation. The Society will look to expand their busy programme of conservation training to specifically target this group to provide an opportunity to gain skills and experience conservation but also digital skills, project management, research, public speaking and customers services. Alongside this the Society will deliver community digs and construction training taster events to engage with this group (and young people) as another means to help create pathways into training and employment.
- Allow the Society to consolidate and expand their role as the centre for heritage research, knowledge, engagement and education across the whole of the Fenland sub-region.
- Build on exploratory discussions and pilots to create a more formal programme of engagement and outreach with neuro-divergent and home-schooled children, with the elderly and for dementia groups. The Society has started to engage with these often-overlooked groups and are committed to doing more, utilising the collection to provide opportunities for learning and reminiscence.
- Enable the Society to deliver a much larger range of events and activities to engage with children, families and general interest visitors such as an expanded school's programme and Kids in Museums Takeover events and a packed calendar of fun, seasonal and themed events.

3.4 FEE ALLOWANCE:

There is a maximum fee allowance for the business planning consultant at development stage is: £25,000

There is a maximum fee allowance for the business planning consultant at delivery stage is: £10,000

The above fee allowances are inclusive of all expenses, contingencies and inflation, but exclusive of VAT.

4. PROJECT STRUCTURES DURING DEVELOPMENT AND DELIVERY PHASES:

Project structure charts are set out below. Figure 1 shows project structure during the development Phase and Figure 2 shows project structure during the Delivery Phase.

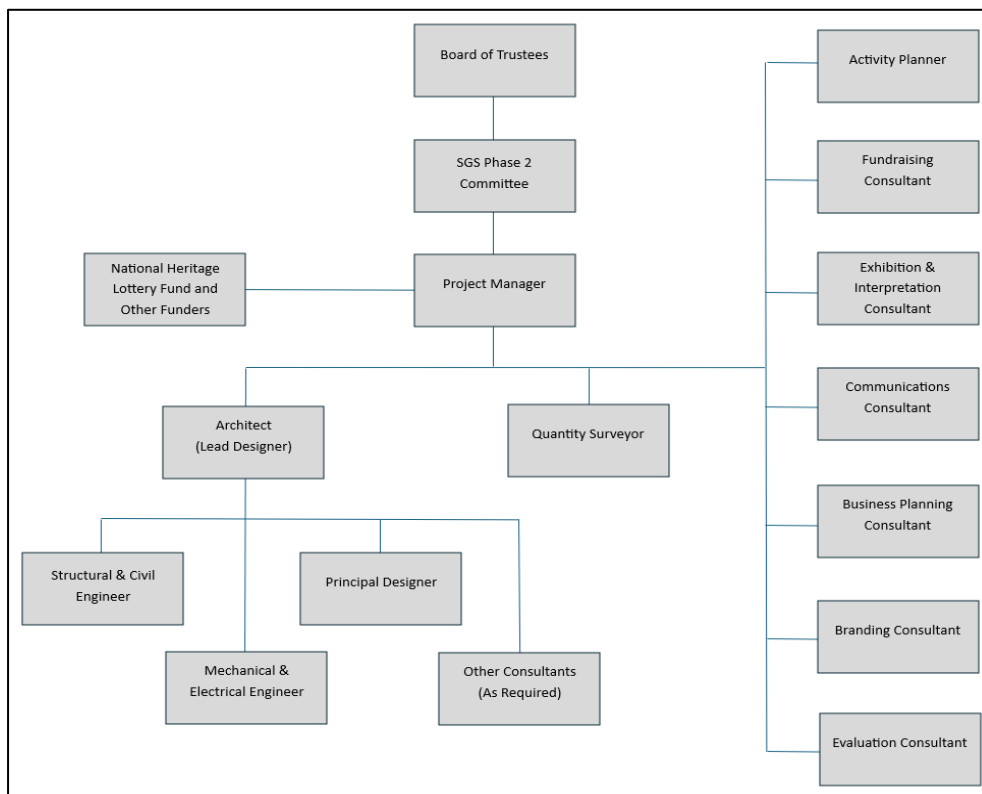


Figure 1: Spalding
Gentlemen’s Society
Project Governance
(Development Stage)

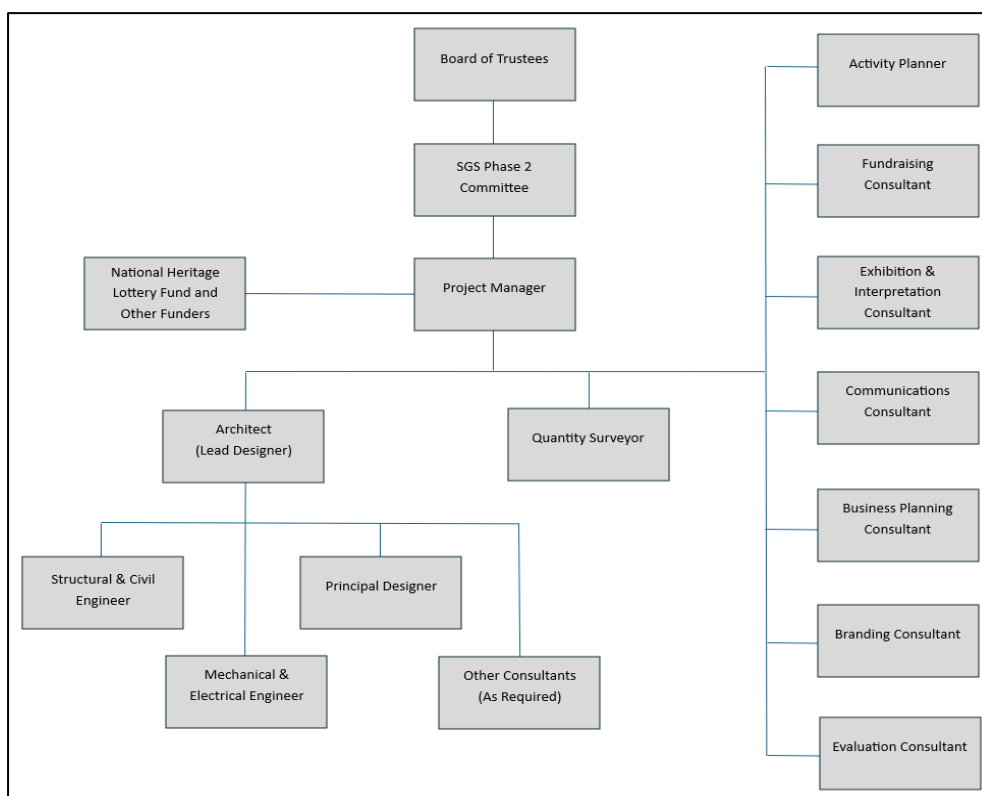
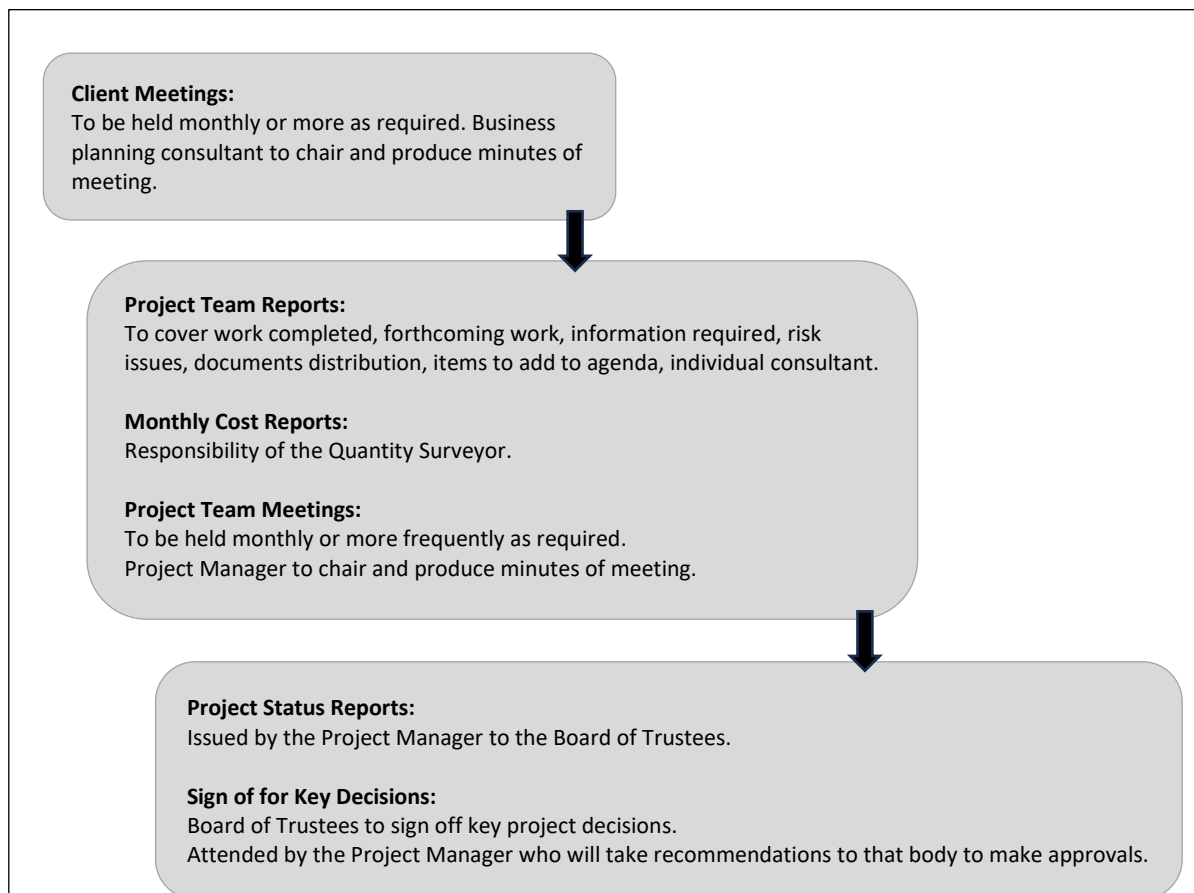


Figure 2: Spalding
Gentlemen’s Society
Project Governance
(Delivery Stage)

4.1 PROPOSED MEETING AND COMMUNICATION STRUCTURE DURING THE PROJECT:



5. THE REQUIREMENTS:

5.1 THE BRIEF:

Development Stage

The Business Planning Consultant will develop a comprehensive overview of the museum's current operations, identifying risks, challenges, and opportunities. They will create a 10-year Business Plan, covering the project period and five years post-delivery. The scope of work includes the following key activities:

- **Strategic Alignment:** Work closely with Trustees and staff to refine the organisation's vision, confirm strategic priorities, and ensure alignment with charitable objectives. Highlight potential business opportunities and the anticipated impact of the project.
- **Operational Review:** Conduct a detailed review of current operations, including income, expenditure, staffing, and organisational structure. This will provide a clear understanding of the current state of the organisation. The consultant is expected to engage with staff, volunteers, and professional teams involved in the current project to inform this analysis.
- **Risk and Opportunity Assessment:** Identify risks, opportunities, and threats facing the charity over the next ten years, considering both internal and external factors.
- **Income Stream Analysis:** Evaluate existing income streams, assess future pressures and opportunities, and identify strategies for growth and diversification.
- **Competitor Benchmarking:** Undertake a competitor analysis to assess organisational performance relative to similar heritage sites and identify areas for differentiation and strategic advantage.

- **Recommendations for Growth:** Advise on key priorities, areas for improvement, and strategies for sustainable growth over the next five years.
- **Performance Management:** Develop a performance framework with clear key performance indicators (KPIs) across operations, learning, fundraising, and collections-based activity, linked to a robust financial plan.
- **Financial Planning:** Prepare a detailed five-year budget, mapping income and expenditure and highlighting critical points for attention, with an additional five-years outline budget for the subsequent five years
- **Presentation of Findings:** Present findings, analysis, and recommendations to the Trustees and Executive Team in a clear and actionable format.

Expected Deliverables

1. A written 10-year Business Plan, including strategic priorities, risk analysis, and recommendations for growth.
2. A detailed financial model, including budgets, projections, and scenario analysis.
3. A performance framework with KPIs and monitoring measures across key operational areas.
4. A competitor analysis report highlighting performance benchmarks and opportunities for differentiation.
5. A presentation of findings and recommendations to the Trustees and staff, supported by visual summaries and key data points.

Delivery Stage

Following the completion of the capital works the Business Planning Consultant will review the business plan to review assumptions made and ensure clear action plan in place to meet requirements. The scope of work includes the following key activities:

- **Operational Review:** Ensure that all post-project operational assumptions are continuously validated for accuracy and relevance. Where necessary, conduct thorough reviews and make appropriate adjustments to effectively respond to emerging opportunities, evolving requirements, or changes in the operating environment.
- **Risk and Opportunity Assessment:** Review and identify risks, opportunities, and threats facing the charity over the next five years, considering both internal and external factors. Updated from earlier version.
- **Recommendations for Growth:** Advise on key priorities, areas for improvement, and strategies for sustainable growth over the next five years.
- **Performance Management:** Review performance framework and ensure still fit for purpose.
- **Financial Planning:** Review post project budget projections and visitor numbers to ensure responding to current visitor trends. Prepare a detailed five-year budget, mapping income and expenditure and highlighting critical points for attention.
- **Presentation of Findings:** Present findings, analysis, and recommendations to the Trustees and Executive Team in a clear and actionable format.

Expected Deliverables

1. Updated 5-year Business Plan, including strategic priorities, risk analysis, and recommendations for growth.
2. An updated performance framework with KPIs and monitoring measures across key operational areas.
3. A presentation of findings and recommendations to the Trustees and Executive Team, supported by visual summaries and key data points.

5.2 PROGRAMME:

The anticipated project programme is as follows (though this is subject to change and may vary depending on individual funders’ requirements):

Action:	Dates
Procurement of consultants / wider team	March 2026 – June 2026
RIBA 2 Design	March 2026 – July 2026
RIBA 3 Design	August 2026 – December 2026
National Lottery Heritage Fund Development Phase Review	January 2027
Submit Planning Application	February 2027
Delivery Phase Submission	April 2027 (TBC)
Final Heritage and Evaluation Report Submission	April 2027
Delivery Phase Notification	July 2027
RIBA 4 Design Package	January 2028 – April 2028
Main Contractor Tender	June 2028 – September 2028
Site Works Commence	November 2028
Handover	August 2029
Project End – Final Reports	November 2030 – February 2031

6. TERMS OF CONTRACT:

A letter of agreement will be in place for the project outlining payment schedules and agreed outputs. Please note there will be a break clause between phases as the delivery phase is subject to funding.

6.1 PAYMENT OF FEES:

SGS will make staged payments based on milestones to be agreed at the beginning of each phase. These payments will be signed off by the Project Manager in accordance with the programme.

6.2 INTELLECTUAL PROPERTY:

Any intellectual property created or which vests in any designs produced, documents issued, or other material released will remain with SGS. SGS reserves the right to reproduce and distribute such material as necessary to support the Project and its work generally.

6.3 CONDITIONS OF TENDER:

This ITT is to be used by the organisations invited to submit a Tender to SGS and any other parties required for preparing the Tender as described, and for no other purposes.

6.4 CANCELLATION:

SGS reserves the right to cancel the tender process at any time. SGS is not liable for any costs resulting from any cancellation of this tender process, or for any other costs incurred by those invited to submit tenders or their advisors.

6.5 ACCEPTANCE:

SGS is not bound to accept the lowest price, or any tender submitted.

6.6 COMPLIANT TENDERS:

SGS requires all tenderers to submit a compliant tender which must satisfy all the requirements of this Invitation to Tender. SGS reserves the right to reject or disqualify a Tender return where the Tender response is submitted late, is incomplete, contains false or misleading information or fails to meet SGS submission requirements in this ITT.

6.7 VALIDITY:

All tenders shall constitute offers and shall remain valid for a period of 2 months from their submission date. Submission of a tender assumes acceptance of this requirement.

6.8 CONFIDENTIALITY:

This ITT and associated information made available by SGS is done so on condition that it is treated as confidential by the tenderer and its advisors and is not copied or reproduced, nor used other than as envisaged in the ITT in order to permit a tender to be formulated. The information which the tenderer considers is confidential information should be clearly marked as such in the tender or where it is provided in advance of the tender at the time of provision.

The obligations of confidentiality in this paragraph shall not extend to any matter which the tenderer can show:

- A. is in, or has become part of, the public domain other than as a result of a breach of the obligations of confidentiality under this Invitation; or
- B. was independently disclosed to it by a third party entitled to disclose the same; or
- C. is required to be disclosed under any applicable law, or by order of a court or government body or authority of competent jurisdiction.

All documents developed as part of the project will be confidential. SGS will decide on its release and distribution. The Consultant may not distribute without prior consent from SGS.

6.9 COPYRIGHT:

The Consultant must clear the copyright for any images, illustrations or other material used and gain express permission from SGS for its use.

6.10 INFORMATION:

This ITT is made in good faith and, whilst all reasonable care has been taken, no warranty is given as to the accuracy or completeness of the details contained in it and any liability or inaccuracy or incompleteness is therefore expressly disclaimed by SGS.

6.11 COSTS:

Tenderers will be responsible for all their own costs in relation to negotiating and submitting a tender.

6.12 PUBLICITY:

Tenderers may not produce or procure any publicity in relation to this Project other than with the prior written agreement of SGS as to the fact of publicity, its content its timing.

6.13 CANVASSING:

Canvassing by a tenderer means the offering of any inducement or reward to any member or officer of SGS or to any person acting as an advisor to SGS or anything that would be a breach of the Prevention of Corruption Acts. Canvassing shall lead to disqualification of the tenderer without prejudice to any civil or criminal liability which may be incurred.

6.14 COLLUSION:

Any tenderer who fixes or adjusts the amount of his tender in accordance with any agreement or arrangement (other than with a member of its own expressly disclosed consortium) or enters into any agreement or arrangement to refrain from tendering or to tender at above or below a particular amount shall be disqualified without prejudice to any civil or criminal liability which may be incurred.

7. TENDER INFORMATION REQUIREMENTS:

7.1 TENDER AND APPOINTMENT PROGRAMME:

Outputs:	Timetable:
ITT Issued	16 th April 2026
Final Dates for Queries	10am Tuesday 5 th May 2026
Final List of Queries Issued	6 th May 2026
Closing Date for Tenders	10am Tuesday 12 th May 2026
Shortlisting Notification	18 th May 2026
Interview Requiring Presentation	21 st / 22 nd May 2026
Anticipated Contract Award	12 th June 2026

7.2 CLARIFICATIONS:

All clarifications / tender queries to be submitted in writing via e-mail to the procurement administrator at Greenwood Projects via email at: tenders@greenwoodprojects.com

Please stipulate if a query is commercially sensitive and should not be shared with other tendering parties. All other queries and responses will be collated and issued to all tendering parties with a final tender query schedule being issued on 6th May 2026

7.3 TENDER DOCUMENTS:

Tender Responses should include the following:

1. Relevant experience
2. Qualifications and experience of the proposed team, including CVs
3. Approach to the consultancy
4. Price
5. Copies of Insurances

7.4 ASSESSMENT CRITERIA:

Tenders will be evaluated according to the following four criteria:

1. **Relevant experience.** Please provide three case studies from completed projects that have been undertaken within the last five years. These should demonstrate the team's experience of working on National Lottery Heritage Fund funded projects and museum and/or heritage projects. **(25%)**.

2. **Qualifications and experience of the proposed team, including CVs** (maximum five). Your response should identify all the professional staff it is proposed should work on the Commission, with supporting CVs listing qualifications and relevant experience. It should be clear who the lead contact(s) will be and the resource allocation for the project. Please note CVs can be included as part of the appendices and will not contribute to the final page count. **(25%)**.

3. **Approach to the consultancy** including details of communication with the client. The tenderer should provide a project delivery statement in response to this brief, setting out **(25%)**:
 - a. How the work outlined will be approached, methods of working and providing additional detail about any pertinent matters not covered in the brief.
 - b. How previous experience will input to the approach.
 - c. Demonstrate understanding of current challenges and opportunities facing the sector.

4. **Price**. The tenderer who submits the lowest overall price will receive the full score of **(25%)** available for the financial evaluation. Please note the fee for both development and delivery will be added together for a total fee calculation. Remaining bids will be awarded a score proportionate to the lowest priced bid according to the following formula:

$$\text{Score} = (\text{lowest bid received}/\text{bid price}) \times 25$$

Abnormally low or high bids distort evaluation of Tenders and where SGS feels that a bid falls into one of these categories, the Tenderer will be asked to explain or clarify their bid. This includes the discounting of daily rates. The price return should outline day rates and allocation across the development phase and delivery phase.

Please note the following:

SGS will assess Tenderers' responses according to these criteria and will award points up to the maximum shown against each heading in the Quality Evaluation Assessment table below. Failure to achieve a rating of satisfactory (i.e. a minimum unweighted score of 3 or above) in any one or more categories may result in the bid being disqualified at SGS discretion. Please note we will not be accepting percentage requests and expect tender responses to provide a detailed cost response outlining the day rates of team members involved and their allocated days for the full team.

Assessment Criteria	Score
Unacceptable: either no answer is provided, or the answer fails to demonstrate that any of the SGS key requirements in the area being measured will be delivered.	0
Poor: fails to demonstrate how the SGS basic requirements in the area being measured will be addressed, giving rise to serious concerns that acceptable outcomes would not be delivered against the project brief.	1
Weak: barely demonstrates how the SGS basic requirements in the area being measured will be addressed, giving rise to concerns whether acceptable outcomes would be delivered against the project brief.	2
Satisfactory: demonstrates how the SGS basic requirements in the area being measured will be addressed so as to deliver acceptable outcomes against the project brief.	3

Good: demonstrates how most of the SGS requirements in the area being measured will be addressed so as to deliver good outcomes against the project brief.	4
Excellent: demonstrates clearly how all of the SGS requirements in the area being measured will be fully addressed so as to deliver excellent outcomes against the project brief.	5

7.5 DEADLINE:

Completed Tenders should be returned to Greenwood Projects by email at: tenders@greenwoodprojects.com by 10am Tuesday 12th May 2026

Please note no clarification questions will be accepted after 10am on Tuesday 5th May 2026

All tender returns to be provided in a PDF format and documents to follow the structure/chronology as stated above within ‘Assessment Criteria’. Please note all clarification requests and the final submission should be titled ‘Spalding Gentlemen’s Society, New Beginnings - Business Planning Consultant ITT’ to ensure they are easily identified.

7.6 PREPARATION OF TENDER:

Tenderers are responsible for obtaining all information necessary for the preparation of their response; and all costs, expenses and liabilities incurred in connection with the preparation and submission of the Tender and attending any interviews will be borne by the Tenderer.

The Tenderer is expected to have carried out all research, investigations and enquiries which can reasonably be carried out and to have satisfied itself as to the nature, extent and character of the Conditions of Contract (in the context of and as it is described in the Specification), the extent of the materials and equipment which may be required and any other matter which may affect its Tender.

Tenderers may seek clarification on any of the points contained in the tender documents at any time prior to seven working days before the date for receipt of tenders. This will allow time for the SGS to prepare a response to all Tenderers by five days before the tender deadline and for all Tenderers to incorporate the clarification prior to the tender deadline.

7.7 SHORT- LISTING AND INTERVIEW:

After the initial assessment using the criteria above, the top three responses will be invited to a clarification interview.

Please bring the actual team who will be undertaking the work to the interview.

7.8 STANDARDS OF WORK:

The Project Manager is responsible for monitoring the work of the business planning consultant, in terms of time spent and costs incurred, to ensure that the project services up to and including the completion of the works are delivered on schedule and within budget.

SGS must be notified in writing as soon as unforeseen costs or delays are predicted.

The business planning consultant should note that unsatisfactory work which does not follow the Project Scope (or any variation agreed with the SGS), or which is not submitted according to the above timetable and/or output requirement may compromise the project. If this is the case, a proportion of the consultant's fee may be withheld until any defects are rectified. If a satisfactory solution cannot be found the team may be removed from the project.

7.9 INSURANCE COVER:

The successful tenderer will be required to hold public liability and professional indemnity insurance of a minimum of £1,000,000. This is a pass / fail criterion.

Details of insurance and of data collection policies should also be provided as part of the tender response.

7.10 PROPOSED PRICE STATEMENT:

If you are successful, the prices quoted will be entered into the contract documents.