



Ministry
of Defence

Navy Command FOI Section
Navy Command Headquarters
MP 1-4, Leach Building
Whale Island
PORTSMOUTH
PO2 8BY

2017-07909

Telephone [MOD]: [REDACTED]
Facsimile [MOD]: [REDACTED]
E-mail: [REDACTED]

[REDACTED]
[REDACTED]

3 November 2017

Dear [REDACTED]

Release of Information

Thank you for your correspondence of 11 August 2017 requesting the following information on:

'Please can you provide any documents, correspondence or minutes which discuss or refer to the strategy, objectives, aims or purpose of the Royal Navy website, or other digital platforms.

Should the Royal Navy retain documents relating to the original creation of the Royal Navy website I would be most grateful if you could provide these.'

Your enquiry has been considered to be a request for information in accordance with the Freedom of Information Act 2000.

I can confirm that the Department holds information within the scope of your request however some of the information requested falls within the scope of the following qualified exemptions Section s26(Defence), s40(Personal Data) and s43(Commercial Interests).

As the exemption under Section 26 (Defence) is classed as a qualified exemption, the Department has considered where the balance of the public interest lies in either disclosing or withholding information. As the information relates to details of the design and construction of the Royal Navy Website the public interest lies in withholding information that could put our IT systems at risk.

The personal information of individuals has been withheld under section 40(2) of the FOI Act (personal data).

Section 40(2) applies to personal data relating to third parties. The release of personal information relating to other individuals would contravene the principles of the Data Protection Act 1998, namely Principle 1 – personal data shall be processed fairly and lawfully and not unless certain specified conditions are met, and Principle 2 – personal data shall be obtained and processed only for specified and lawful purposes and not further processed in a manner incompatible with the purposes. In this instance, data has been provided for internal purposes and not with the expectation that it would be made public.

Section 43(2) (Commercial Interests) is a qualified exemption and subject to public interest testing which means that the information requested can only be withheld if the public interest in doing so outweighs the public interest in disclosure. A public interest test has been conducted and the information on the Royal Navy Digital presence has been withheld. To release this information may cause a commercial disadvantage to the MOD and the public interest in withholding the information therefore far outweighs the public interest in disclosing it.

Under section 16 (Advice and Assistance) I can advise that all procurement for digital services comes under the Government Digital Service Framework requirements details of which can be accessed through the following link:

www.gov.uk/government/organisations/government-digital-service

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by contacting the Information Rights Compliance Team, Ground Floor, Zone D, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.org.uk>.

Yours sincerely

Navy Command Secretariat – FOI Section

NAVY SEC-FOI MAILBOX (MULTIUSER)

From: [REDACTED]
Sent: 23 January 2013 15:43
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: RN Digital strategy update

Follow Up Flag: Follow up
Flag Status: Flagged

[REDACTED]

This all makes eminent sense to me and all your points enjoy my full endorsement. I would add that you need to include appropriately resource the moderation of Social media to provide the resilience that our organisation provides.

Yours aye,
[REDACTED]

Captain | Royal Navy

DACOS Media – Navy Command Headquarters | MP 1-4 | Leach Building | Whale Island, Portsmouth, Hampshire, PO2 8BY |

[REDACTED]

Royal Navy - Protecting our Nation's interests | www.royalnavy.mod.uk

Promoting the Naval contribution to Defence | Internet: [What-the-Navy-Does](#) | Intranet: [RN Strategic Message House](#)

From: [REDACTED]
Sent: 23 January 2013 12:04
To: [REDACTED]
Cc: [REDACTED]
Subject: RN Digital strategy update

Commodore,

This email is to keep you updated on the current state of play re RN Digital and request your input.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]

[REDACTED]

This is, despite its length, very much a thinking piece which requires your view, but as with all such requests, I have pressing external demands to do with contracts that require agreement to a loose project plan outline at the earliest opportunity. I can provide more detail, analytics and further background as needed.

Please let me know how you would like me to proceed.
Kind regards,

[REDACTED]

[REDACTED]

Clarification Document (For G-Cloud Framework)

The Royal Navy

Project: RN Digital Presence

Corporate Website Application Support and Maintenance

Date: 10/02/2015

Responses to be received by: 16:00 hrs Friday, 27 February 2015

Prepared for	Royal Navy Media Communications Engagement	Captain Naval Recruitment
Prepared by	[REDACTED] [REDACTED] Navy Command Head Quarters Ground Floor Leach Building Whale Island Portsmouth PO2 8BY T [REDACTED] E [REDACTED]	
Date issued	10/02/2015	
Document version	V1.0	
Release	Final	

In confidence. This document may not be distributed or copied without prior consent from The Royal Navy.

1.1 Revision History

This revision: 1.0

Next revision: 1.1

Revision date	Revision	Summary of Changes	Changes marked
31/10/14	V0.1	First draft issued	
21/11/14	V0.2	Initial comments and changes made	
29/12/14	V0.3	Updated timelines, more technical detail included	
14/01/15	V0.4	Amendments as per CS feedback	
27/01/15	V0.5	Restructured highlighting Support and Maintenance requirements	
05/02/15	V0.6	Amendments Post meeting with HC	
10/02/15	V1.0	Final Mark up for release	

1.2 Approvals

This document requires the following approvals.

Name	Title	Date of Issue	Version
[REDACTED]	[REDACTED]	6 th Feb 2015	0.6
[REDACTED]	[REDACTED]	6 th Feb 2015	0.6
[REDACTED]	[REDACTED]	6 th Feb 2015	0.6

1.3 Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
[REDACTED]	[REDACTED]	10 th Feb 2015	1
[REDACTED]	[REDACTED]	10 th Feb 2015	1
[REDACTED]	[REDACTED]	10 th Feb 2015	1
[REDACTED]	[REDACTED]	10 th Feb 2015	1

1.4 Executive Summary

The Royal Navy is seeking to appoint a full service digital marketing agency to:

- Support the current Sitecore CMS for the Royal Navy team whilst creating and maintaining the website content.
- Setting out evaluation metrics with KPIs for short term delivery and longer term effectiveness

Further to the above requirements support will be required for:

- Develop and support digital marketing campaigns for Royal Navy Media Communications and Engagement and Captain Naval Recruitment
- Critique, revise (if required) and implement the Royal Navy Digital Communications Strategy. **Note:** This digital strategy is the binding thread for this project
- Execute tactical digital activity for Royal Navy Media Communications and Engagement, Personnel Family and Community Support & Royal Navy Marketing Recruitment Briefs

Future Work:

- Migration of Royal Navy websites not hosted in the JSF and delivered via www.royalnavy.mod.uk URL
- Navy News E-Commerce Solution

1.5 Purpose of This Document

This document seeks to obtain further clarification and pricing details over and above those provided with the G-Cloud framework on the Digital Marketplace. This request for Clarification (RFC) is being issued to pre-qualified potential contractors under Crown Commercial Services G-Cloud Framework. It is produced by the Royal Navy (RN – consisting in this case of Royal Navy Media Communications & Engagement (hereafter RN MCE), Captain Naval Recruitment (hereafter CNR), Royal Navy Personnel Family and Community Support (PFCS) and Navy Information Superiority (Navy IS). It details the ongoing work required to support and further develop the Royal Navy Website www.royalnavy.mod.uk and the Royal Navy's online presence across the digital landscape as listed below;

Workstream 1: Support and Maintain the existing Sitecore CMS

Workstream 2: Digital Marketing & Campaign Activity for both RN MCE & CNR (to be briefed post award to fulfil RN requirements)

Workstream 3: Consolidation and Migration of Websites External to Main RN Site

Workstream 1 is the primary focus of this RFC; the work required in the other two workstreams, with the exception of that completed as part of the monthly support allowance, will be expected to be scoped, priced and awarded separately. The appointed digital agency will have the opportunity to collaborate with RN on further site development projects and as such will be expected to show proficiency in all of the areas detailed in this document.

The RFC acts as an outline project brief, stating what we want to achieve and providing you with the information you'll need to prepare your response and pricing matrix required achieve it. In summary we are looking for a proposal giving a formal response to all the requirements we have outlined in this document. RN will review and evaluate all proposals submitted according to specific evaluation criteria. To ensure your proposal can be fairly evaluated it is important that you provide all information as requested in this RFC, in the format and structure specified. In preparing your response to this Request for Clarification, you are asked to take into account the following:

- The Royal Navy (RN) has the immediate need for the appointed agency to support the existing CMS for the Royal Navy website, to create new templates as required, and to support its marketing and editorial activities.
- RN will be the contract lead functioning as the digital consultant to RN (MCE & CNR) for all digital marketing activity, including the digital design, development and delivery across the digital landscape.
- RN is the overall owner of the Royal Navy brand, the website falls under the control of RN MCE with RN PFCS and CNR as the key stakeholders.
- The appointed agency will be expected to work with the Navy's online presence across the digital landscape, to include social media, community platforms, blogging and any emergent digital channels.

The successful bidder will be able to support the existing website, whilst being able to implement the various UX, UI, Design and Development (Build integration and configuration) as required for the ongoing

development of the site, its overarching digital strategy and all existing and emerging social and digital media channels.

It is anticipated that each project outside of the standard ongoing support will be scoped and priced individually; having separate call off contracts awarded once client approval and internal funding has been agreed.

The Main site is hosted on the Joint Server Farm (JSF), the MOD's only approved and accredited environment for all external facing websites, currently provided by Rackspace; As such hosting is out of scope for this contract. The successful agency will be expected to maintain the software layer and licensing whilst liaising with Rackspace to ensure the underlying infrastructure remains patched, secure and up to date.

Having possession of this document or any other related documents, does not, in itself, constitute an invitation to tender.

If you wish to participate in this procurement exercise, you must submit a response on or by the stated deadline of **16:00 hrs Friday, 27 February 2015**.

We do appreciate the significant time and effort that goes into developing a proposal for work of this type and would like to thank all your team members in advance for their contributions.

2 Information

2.1 Useful Resources

We recommend that you visit the Royal Navy website for further information on the RN, and their role within the United Kingdom's tri-Service (Army, Royal Navy and Royal Air Force).

<http://www.royalnavy.mod.uk>

3 Context and Background

3.1 The Royal Navy

Her Majesty's Royal Navy (RN) is the senior service of the 3 United Kingdom's armed forces. The Royal Navy operates across the world, on Sea, Land and Air - it is the only one of the 3 services with this breadth of deployability and flexibility. The RN is able to operate alone, on a Tri-Service basis or with multi-national taskforces across the globe. The RN is also tasked by the British Government to deliver the nuclear deterrent, this is achieved by the operation of the 4 Vanguard Class submarines.

It is the second-largest navy of the NATO alliance after the United States Navy. There are currently a range commissioned ships in the Royal Navy, including aircraft carriers, a helicopter carrier, landing platform docks, ballistic missile submarines, nuclear fleet submarines, guided missile destroyers, frigates, mine counter-measures and patrol vessels. Thirteen vessels of the Royal Fleet Auxiliary (RFA) also contribute to the Royal Navy's order-of-battle. The Royal Navy's ability to project power globally is considered second only to the U.S. Navy. The Royal Navy maintains the United Kingdom's nuclear weapons.

The Royal Navy is a constituent component of the Naval Service, which also comprises the Royal Marines and Maritime Reserves. As of October 2014, the Royal Navy numbered approximately 32,900 Regular personnel of whom 7,040 are in the Royal Marines. This makes the Royal Navy the largest Navy in the European Union given the combined total of Ships, aircraft and personnel.

The Royal Navy is also supported by the Royal Fleet Auxiliary (RFA), a civilian logistical support fleet which is owned and operated by the Ministry of Defence as part of the British Merchant Navy. The RFA primarily serves to replenish Royal Navy warships at sea, but also augments the Royal Navy's amphibious warfare capabilities through its three Bay-class LSDs (Landing Ship Dock).

Further reading on current operations, the people and the equipment of the Royal Navy are available on the website at <http://www.royalnavy.mod.uk>

3.2 Organisational Structure of RN Media & Communications

Royal Navy Media Communications and Engagement is the Single Service arm of DDC and further responsible to Directorate of Naval Staff (DNS), through Assistant Chief of Naval Staff (ACNS) and ultimately the First Sea Lord for co-ordination of the Royal Navy media, communications and engagement activities and defence publicity. DDC is charged with media and communications across Defence.

3.3 Role, Aim and Objectives of RN Media & Communications

The main responsibility of RN MCE is to present a clear and informative picture of today's Royal Navy to the Navy's six key target audiences, thus raising the awareness and reputation of the Royal Navy as a defence organisation. One of the objectives of RN MCE is to continue to communicate the six core messages:

- Preventing Conflict
- Providing Security at Sea
- International Partnerships
- Ready to Fight
- Protecting our Economy
- Preventing Conflict

The main digital aims are for the website and digital presence to:

- To inform, recruit and retain our six key audiences in the Royal Navy's key messages in the digital space.
- To deliver relevant, useful and engaging digital content to our target audiences in whatever format and location makes sense for them
- To increase the Royal Navy's profile and visibility, thereby improving its public awareness.
- Increase the public's understanding of the Royal Navy's role, purpose and relevance; helping people better understand what the Navy does, and why it does it.
- Improve the public's perception of the Royal Navy by strengthening its positive image in ways that are relevant to key audiences, and minimising or eliminating negative attributes and misconceptions ensuring understanding and favourability towards the Royal Navy is positive
- To raise the awareness and reputation of the Royal Navy as a defence organisation & employer.

The Royal Navy's single corporate website www.royalnavy.mod.uk, which comprises of approx. 14,900 pages, currently attracts circa 2.6M page views (October 14) per month from 500,000 unique users and plays a key roles in communicating the above key themes to its target audiences.

3.4 Target Audiences

RN wishes to communicate with citizens of the UK and the commonwealth and in common with every prominent organisation, the Royal Navy value reputation for a variety of reasons, not least for recruiting, public support and funding.

"RN MCE aim to provide a positive image of the Royal Navy ensuring that it is valued, respected and held in high esteem by the public."

The Royal Navy provides a vital and enduring contribution to British and Commonwealth citizens at home and abroad. The aim is to maintain a resilient connection with citizens and build public awareness, understanding of, and confidence in, the Royal Navy in order to ensure widespread support. This audience is the largest and most diverse, and subsequently, within it there are several sub-audiences (below) available for engagement. The hierarchy of each audience is dependent on the key message or recruitment need at the time but the general target sub-sets include:

- RN Diaspora
- Service Personnel
- Youth
- Media Advocates
- Opinion Formers
- Decision Makers

3.5 Organizational Structure of CNR

Captain Naval Recruiting (CNR) recruits officers and ratings/other ranks known collectively as the Naval Service and seeks to create a positive environment for recruiting to take place in. Recruiting is directed by the Captain of Naval Recruiting with headquarters in Portsmouth. Via an in-house marketing team, CNR manages tactical, regional, local, outreach and specialist recruiting working in conjunction with 49 Armed Forces Careers Offices (AFCOs) and 7 Officer Careers Liaison Centres (OCLCs). The recruitment areas are as follows;

- Royal Navy
- Royal Marines

- Royal Marines Band Service
- Queen Alexandra's Royal Nursing Service
- Royal Naval Reserve
- Royal Marines Reserve
- Royal Fleet Auxiliary

3.6 Royal Navy Recruitment: Role, Aim & Objectives of CNR

The **primary role** of marketing at Captain Naval Recruitment (CNR) is to;

- Drive recruitment

This fulfilment of this role and achievement of recruitment targets is facilitated by CNR;

- Creating awareness of the Royal Navy as a viable and compelling career option, offering rewarding careers/jobs to eligible potential recruits, their peers and parents
- Stimulate response from eligible potential recruits and show the Royal Navy as committed to recruiting high-quality individuals into a wide range of rewarding and interesting careers/jobs
- To give a 360° view of life in the Royal Navy
- To demonstrate the ethos that a life in the Royal Navy is a "life without limits" and show that each career choice opens recruits up to many opportunities

The communications **objectives** therefore are:

- To raise the saliency and esteem of the Royal Navy as an employer establishing it as an employer of choice
- To raise the knowledge of the range and variety of careers offered by the modern Royal Navy
- To motivate potential quality candidates to find out more about the challenging, interesting and varied Royal Naval careers/jobs.
- Demonstrate the important role played by the service
- Showcase breadth of roles and why they are more interesting or exciting than their equivalents at other employers

All marketing communications for CNR need to focus on driving the right quality candidates, in sufficient quantity, to respond via the desired response mechanism e.g. via Click, Call, Walk-in.

3.7 Recruitment Audiences

The Naval Service as a whole recruits men and women between the ages of 16 and 37 the majority, the core being between 16 and 24. 85% of the eligible target audience do not want a career in the Armed Forces so CNR targets the non-rejecters of armed forces careers (i.e. the remaining 15%) - including those interested in other Forces.

3.7.1 Primary Audiences and Segmentation

The needs and motivations for joining the Royal Navy are varied and depend on a number of factors, including attitudes to careers in general, attitudes to risk and degree of personal confidence. Based on these factors, the Recruit Marketing Review condensed all 16 to 32 year olds into one of five segments - with the two priority segments described below:

Ambitious Achievers: Working, young male biased. Positive about, and interested in joining the armed forces. A confident group that enjoy travelling, challenging careers and work that helps others. Positive outlook on life overall, adventurous, ambitious, creative, active, cultured and organised people. Regard the Armed Forces highly. They are looking for professional challenge and rewarding leadership positions. Royal Navy Officers are more likely to be drawn from this segment.

Impressionable Potentials: Impressionable, young, male biased. Quite interested in joining the armed forces (perhaps because most likely to be seeking work). A sociable group that see themselves as risk takers. Neutral attitude towards the armed forces, however this feels more a result of limited information rather than a definite formed opinion. They need fast track options such as fast track Petty Officer or the encouragement to join as a Rating and seek internal promotion and commission to Officer.

3.7.2 Secondary Audiences

Pre-eligibles: (16 or under). The Naval Service currently does not have marketing activities aimed at pre-eligibles. However, this audience is still likely to be curious about jobs / careers in the Royal Navy. The Royal Navy will, in the future, develop communication programmes targeting this group. **Note:** Pre-eligible marketing, like all tactical marketing is not to be considered as part of this brief.

Those with advisory roles: Research has shown that parents and schools careers advisers have a much less significant role than might be expected in advising, steering, and recommending a career option to young people. Their role is much more facilitation than giving career advice and also general support and enthusiasm for positive career choices. Unfortunately, there is increasing evidence of growing parental concern (especially from mothers) about careers in the armed forces driven by news stories and current events.

The general public: Given that the Royal Navy and the Royal Marines are such high profile organisations, the general public will have an interest in the force and that includes its recruiting activities.

3.7.3 Diversity

Diversity targets will continue into the foreseeable future. CNR is tasked with recruiting 3.2% of its intake from BME groups. Current activity is managed directly by CNR's Diversity Action Teams and therefore a separate BME campaign is not required. Suppliers must ensure that their proposals are inclusive and do not unwittingly deter females (20% of Royal Navy recruits), gay, lesbian, bisexual or trans-gendered people or other groups from which potential recruits may be drawn.

3.7.4 Regionality

Royal Navy recruitment communications needs to be fully national and cover England, Scotland, Wales and Northern Ireland as well as certain commonwealth appointments.

3.8 The Recruitment Process

All current recruitment marketing activity is directed towards driving potential candidates to respond by going on line and completing an Expression of Interest Form (www.royalnavy.mod.uk/careers). Responses or "information seeker" data is captured by CNR's in-bound response handling agency in order to provide

quality leads to the CNR field force. AFCOs also manage walk-ins (off-the-street information seekers) and send data to the response handling agency (which operates inbound response handling and capture data from the calls).

The current conversion ratio from enquirer to entrant is 10:1.

Royal Navy enquirers	Royal Navy entrants
40,000	3,710

Source: Recruit Marketing Review – based on CNR assumptions

3.9 Broader Marketing Activity

Below is a non-exhaustive list of previous and current recruit marketing activities executed for the Royal Navy;

- Experiential Marketing
- Careers fairs (including exhibitions)
- Sponsorship
- Careers publications (both online and off line)
- Specialist branch recruitment activity
- Public relations
- Direct marketing
- Digital Marketing
- Social Media (Facebook, Twitter, LinkedIn)

3.10 Existing Suppliers

The Royal Navy are currently working with a network of suppliers to meet its aims and objectives as set out above. The table below provides an overview of these suppliers.

Service Supplied	Role and responsibilities	Supplier to
Web site Digital agency	Manage website design templates and tools for RN MCE & CNR on the www.royalnavy.mod.uk website.	RN MCE, PFCS & CNR
Above The Line	Responsible for all above the line creative covering TV production, cinema, press and briefing the Display and Media incumbents on online campaign activities.	CNR
Comms Planning Agency	Strategic communications and media planning agency responsible for deciding channel mix and media spend (by rating) to reach the target audiences.	CNR
Media	Buying agency for online media planning advertising.	CNR
		CNR via COI

Service Supplied	Role and responsibilities	Supplier to
Response handling Agency	Data management agency which also runs fulfilment contact centre for capturing and reporting on job applications and enquiries.	CNR via COI
e-Newsletter	Provide digital newsletter templates and services	CNR
Mobile	Roistered Mobile marketing solutions provider.	CNR
Experiential	Experiential & outreach agency	CNR direct
Regional Comms	Regional comms agency (includes email buying, creation & broadcast)	CNR direct
Print	Supplier of print production	CNR direct
Promotional Items	Supplier of promotional items	CNR direct

3.11 The Royal Navy Brand

The Royal Navy Brand and guidelines for its use are supplied with this RFC (see latest brand guidelines in core document set).

3.12 Governance

The appointed agency will be expected to provide full day-to-day project management of their own work, and will provide a project/account manager to work with Royal Navy representatives.

The RN MCE team will be managing this work on a day-to-day basis supported by Royal Navy Information Superiority project team (Navy IS Projects). Additionally, Navy IS Projects will be responsible for appointing the agency and managing the contract which will be awarded under the terms and conditions of the CCS G-Cloud framework.

The RN MCE team & Navy IS Projects will sign off all key documents for this and any other work undertaken as part of the call off agreement. All documents must be supplied in advance with sufficient time for RN to review, no work is to undertaken at any stage without prior signed agreement.

[REDACTED]

4.3 Site URLs

The website is configured to run on the following URL:

- <http://www.royalnavy.mod.uk/>

The following domains should 301 redirect, retaining any path and query string, to the above URL

- <http://royalnavy.mod.uk/>

The following URL's should be maintained and redirect to the most relevant part of the site:

- <http://www.royalmarines.mod.uk/> and <http://royalmarines.mod.uk/>
- <http://www.rncomm.mod.uk/> and <http://rncom.mod.uk/>

The live CMS, Staging site and CMS are access via different URL's to prevent these being accessed by visitors. These details will be provided to the successful agency.

4.4 Government Guidance and Policies

The current website has been produced in line with Government Service Design (GDS) Manual and the Digital by Default Service Standard. From April 2014 all new all or redesigned transactional government services must comply with this guidance.

Further information can be found here

- <https://www.gov.uk/service-manual/>
- <https://www.gov.uk/service-manual/digital-by-default/>

The successful agency will be expected to have thorough understanding of this guidance and provide advice to RN to help maintain their compliance.

4.5 Current Content Management System

[REDACTED]

[REDACTED]

4.6 Website Metrics

The Royal Navy is using Google Analytics for its website and other data.

4.7 Digital Community Platform

[REDACTED]

[Redacted text block]

4.8 Hosting Environment

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

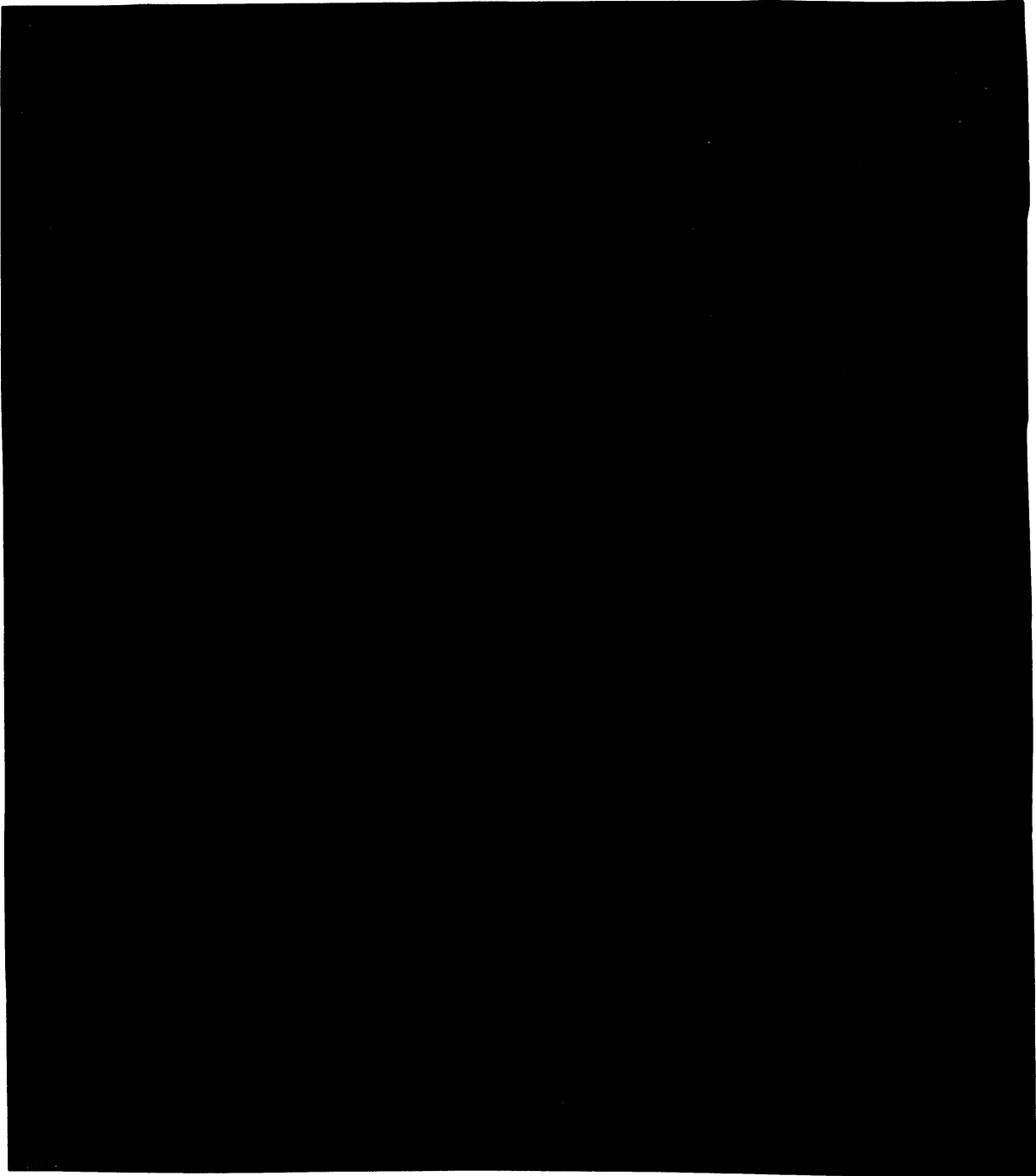
[Redacted text block]

[Redacted text block]

[Redacted text block]

4.9 System Architecture

[Redacted text block]



4.10 Connectivity

[Redacted text block]

4.11 Backups

Backups are the responsibility of Webtech & Rackspace

4.12 Server Configuration

[Redacted content]

4.13 HTTPS Certificates

HTTPS certificates have been installed on the load balancer to secure parts of the site. These certificates are issued through and have to be order from Webtech via RN procurement. The successful agency is to maintain a record of all certificates associated with the live, staging and authoring sites and ensure sufficient notice is given to RN Projects team / RN MCE for these to be ordered and installed.

5 Project Requirements

The requirements fall into 3 broad work streams, all of which sit together and all of which the appointed agency must display competence in:

- CMS Support and Maintenance
- Digital Marketing and Campaign Activity
- Consolidation and Migration of Websites External to Main RN Site

Although this contract award focuses on the support and maintenance of the existing site and CMS the other two work streams are key to the future success for the site. All work relating to these secondary work streams that cannot be performed within the monthly support allowance will be expected to be scoped, priced and awarded separately. These requirements are outlined in more detail below.

5.1 Detailed Project Objectives

In addition to the Royal Navy objectives noted in section 3, the objectives of this project fall into the same 3 work streams outlined above:

5.1.1 CMS Support and Maintenance

Workstream 1 is split into 2 distinct sections, Technical and Creative.

5.1.1.1 Technical

Requires the appointed agency to;

- Ensure that the CMS is compliant with all existing and proposed DAIS accreditation requirements
- Through the provision of in house, contract or in conjunction with the Navy's team of CLAS consultants and PsYA ensure all security accreditation documentation is maintained and update date. Including but not limited to:
 - RMADS – Risk Management and Accreditation Document set
 - SyOPS – Security Operating Procedures
 - ConUSE – Concept of Use
 - ConOPS – Concept of Operation
 - COCO – Code of Connection
- Maintain the current high-quality, rationalised and flexible content management platform that offers an intuitive user experience for editors, is user friendly, enables quick publishing and utilises a flexible workflow system
- Maintain all design, functional and technical specification documentation, in line with the current live environment
- Liaise with the hosting company to ensure underlying OS and infrastructure applications are patched up-to-date
- Manage the disk space and resource utilisation, ensure through good housekeeping and early alerting that resources are not being over utilised. Provide the RN notice in good time of any increase in requirements
- Monitor, report and react to any system failures, both at core OS and software level
- Provide ongoing support allowing the RN team to securely log in and edit all editorial content on the site, including adding new pages and supporting a basic level of moving pages within the site
- Quality assure the site's usability and accessibility throughout, and help develop evaluation metrics with key performance indicators for short term delivery and longer term effectiveness

Please Note: The successful agency will need to supply and maintain its own development server of the same specification in line with the live environment.

5.1.1.2 Maintenance Considerations

The majority of changes to the content will be implemented by RN editors through the Content Management System. An allowance should be included within your proposal for website changes, both content and code based, that will not be implemented by the RN editors.

The contract is expected as a minimum to cover the following:

- Day to day support of the website and associated applications
- Sitecore specific implementation issues
- Sitecore availability – excepting issues related to the hosting environment
- Implementation issues around 3rd party products used in the site including forums
- Installation of software updates and patches
- Platform updates and patches
- Patches and updates for any bespoke components written by the bidder
- Advising on recommended updates for software used in the application layer
- Application integrity test – ie Dead link location
- Any issues thrown up by technical maintenance
- Proactive monitoring and reporting of any failures within the CMS and Forums
- Monitoring and reporting of system resources, disk usage, memory, etc.
- Server capacity management in association with Webtech to cater for anticipated traffic spikes
- Any Licensing costs if applicable
- Routine performance testing and optimisation, including but not limited to
 - Speed of search results
 - Homepage load time
- Search Engine Optimisation – Quarterly review
- Security penetration tests
 - in house assurance and working with RN's testing partners
 - Partner testing will be undertaken annually and as part of any major release
- Support functionality developed for future site and campaign work
- Service management and review meetings
- Monthly retainer for small ad-doc development; usage to be divided between RN MCE, PFCS & CNR
- Telephone support
 - to be available 09:00 – 17:30 hours every weekday, excluding public holidays and weekends
 - An indication for Out of Hours cover is required, this is not expected to form part of the main contract
- Email Support
- Extranet Support, for incident reporting and updates
- Communication with users in relation to anticipated or non-anticipated down time
- Any issues arising due to the actions of the supplier in development or maintenance of site

Your response to this clarification document shall provide full details of your SLA with clear definitions of what is in/out of scope.

5.1.1.3 Creative

Requires an agency that has strong in-house creative talent able to;

- Keep the website and digital presence fresh and energised
- Adhere to Royal Navy brand guidelines
- Maintain a consistent look and feel across the site
- Show creativity and ambition throughout
- Continue to use appropriate tone of voice and appeal accordingly to the various target audiences throughout the various sections of the site

Ensure the site;

- Meets the organizational and digital objectives as outlined in this document and the revised digital strategy and key messaging documents (see appendix).
- Be approachable, warm and friendly
- Be clear and easy to use
- Build awareness and trust for the Royal Navy brand
- Meets GDS standards for Accessibility
Further information can be found here

— <https://www.gov.uk/service-manual/user-centred-design/accessibility>

— <http://www.w3.org/>

5.1.1.4 Digital Strategy Review & Implementation

Centres on ensuring that digital remains at the heart of the Royal Navy's communication strategy and requires the appointed agency to;

- Undertake a review of the current digital strategy critiquing it to identify any areas for improvement, making recommendations for changes or enhancements as and where necessary. Digital must be at the heart of the Royal Navy comms strategy with the other channels supporting. It is vital that the successful agency embraces this and ensures everything is delivered with this in mind.
- Read and thoroughly understand the Royal Navy messages and ensure these are articulated in any revisions
- This strategy must also ensure that the semantic web plays a key role throughout
- Review and redevelop the digital strategy for each of the digital marketing elements namely mobile, social media, email marketing, semantic web approach and natural search (SEO)
- Define KPIs associated with work stream 2 and 3 digital activities and core metrics to feed into cross-channel evaluation activities

5.1.2 Digital Marketing and Campaign Activity

Workstream 2 requires the appointed agency to;

- To publish and design 2 career e-newsletters on a monthly basis
- Design and execute tactical marketing and editorial campaigns, promotions and updates to the website and linked organisation sites
- To deliver marketing campaigns for new activity based on the Digital Communications Strategy as and when briefed in order to meet and exceed RN recruiting targets & execute marketing activity associated with that strategy.

- To manage digital aspects of the marketing recruitment and editorial campaigns including tactical shortage category briefs with elements of the digital marketing activities as listed below.
- To deliver regular measurement reporting and evaluation learnings for constant improvement and optimisation.

The appointed agency must demonstrate the ability to deliver and partake in **fully integrated marketing activity** which demonstrates a seamless customer journey between channels, including but not limited to the list of specific digital activities below.

- Tactical campaigns, promotions and updates to the website and linked organization sites
- Mobile Marketing
- Game & challenge creation
- Social media marketing – This is to include the implementation of the proposed social media strategy and maintenance of the youtube channel as well as ongoing activity on Facebook, Bebo, Flickr, Twitter and any other existing or emerging social media channels deemed right for the Royal Navy corporate, recruiting and community audiences
- Organic search engine optimisation
- Display media asset creation (not media buying)
- Email marketing
- Viral marketing
- Buzz monitoring
- Semantic tagging of content

5.1.3 Consolidation and Migration of External Websites

The Royal Navy has an ongoing responsibility as part of the cabinet office website rationalisation and Directorate of Defence Communications (DDC) policy, to migration any and all naval websites to the JSF and the <http://www.royalnavy.mod.uk/> domain. It is vital that this work is delivered with a consistent look and feel, in a responsive format and adherence to all overarching guidelines and the Navy's digital strategy.

Additional digital services outside of the support and maintenance contract will be required in order to keep the site fresh and to comply with the directives detailed above. These will be separate chargeable statements of work and should be supported by a fully priced proposal and signed off by the Head of RN Digital, as the delegated authority for the Head of RN MCE. Absolutely no work shall be undertaken without this prior written approval.

RN reserve the right to go to market to ensure the best cost and most advantageous solutions are delivered.

All work undertaken by the appointed agency, outside of the standard support and maintenance contract, will be charged at the agencies standard rate card.

Future Developments include:

- Navy News Migration
- Royal Marine site(s) Migration
- E Commerce Solution
- Retention Projects
- Defence Gateway Integration

5.2 Contract

The contract for the appointed agency is restricted to 2 years under the terms and conditions of the G-Cloud Framework. Towards the end of this contract award the RN will undertake a review of the service offerings available on the current G-Cloud Framework to ensure this agreement still proves the most economically advantageous and the incumbent agency are still on a framework to allow a continued award. At which stage it is anticipated a further 1 - 2 years will be awarded.

RN reserves the right to cancel the contract with 3 months' notice at any point. RN also reserve the right to introduce another 3rd party agency to collaborate with the appointed agency should the need arise.

Please Note: On appointment, the successful agency will be awarded a fixed-price contract for the duration. Change control will be used to deal with any variations in cost. The contract will be subject to the standard terms and conditions of the G-Cloud framework to which you have already signed up, which are non-negotiable. RN observes the general requirement of paying only for work satisfactorily completed.

RN reserve the right to undertake penetration and usability testing on the site. We do expect the appointed agency to execute internal usability testing to ensure the site meets government guidelines and RN requirements but we reserve the right to appoint an additional specialist usability agency to test the appointed agency's work.

5.3 Ongoing Relationship Management and Project Stakeholders

RN MCE are the lead, CNR and PFCS are the key stakeholders for this project, to whom you will have access to as and when required.

The appointed supplier's contract will be with Royal Navy Information Superiority, as defined by the G-Cloud Framework Agreement; Main day-to-day operational level interface will be with the RN MCE team. Navy IS Projects will appoint a project manager to work with RN MCE, CNR, PFCS and the successfully agency as and when required.

The RN works with many organisations all of whom work with one another to deliver integrated campaigns for the RN.

The RN MCE team is structured as shown below, you will be required to work with all team members.

RN MCE Team

Royal Navy Head of Digital

Royal Navy Deputy Head of Digital

Royal Navy Content Editors

5.4 Out of Scope

Items not in the scope include:

- Hosting, as referred to in section 4.7
- Ongoing development outside of the monthly maintenance allowance
- The actual recruit marketing activities.
- Backups of server set as detailed in section 4.10

5.5 Location of work

The Royal Navy have offices located in London and Portsmouth.

It is unlikely that you will need to work at either of the RN offices for any significant period, but project meetings may be held at these locations. Most of your work will be conducted offsite at your own offices, and we expect you to have a mirrored server for development (with capability for remote review).

6 Selection process

As per the G-Cloud framework guidelines RN have completed both long and short list searches in order to down select the most suitable agency to complete this work for us. Given the nature of the work required it is necessary to seek further clarification and pricing for the service to enable RN to make it final selection.

RN will review and evaluate all submissions according to the Most Economically Advantageous Tender (MEAT) criteria under the following top level headings:

- Whole life cost
- Technical merit and functional fit
- After sales service management
- Non-function characteristics

Following the final down selection RN reserve the right to hold a chemistry meeting prior to the final contract award. At this stage both sides will have the chance to raise to any remaining questions and to finalise any remaining details before contracts are drawn up and signed.

We cannot tell you who else has been invited to submit a proposal, but we can tell you that four (4) agencies in all have been approached initially.

7 Clarification Requirements

7.1 Clarification Questions

In your response to this clarification document please cover the questions detailed below. Keep in mind that although this is a support and maintenance award the appointed agency will have the opportunity to collaborate with RN on further site development projects.

These projects initially fall out of the scope of this award but will but will be called off against the contract under the terms and conditions of the G-Cloud framework as separate call off agreements.

7.1.1 Technical on boarding

Outline your process for technical on boarding including at high level: infrastructure, physical architecture and any other company process that are applicable.

Please describe how you verify what software is required to be supported.

Describe and provide evidence of how you will ensure your services will appropriately and effectively integrate with the services provided by any other third parties.

Please describe how you will ensure service continuity post implementation.

Please describe how you would ensure the protection of personal data.

Please describe how you will ensure the physical security of your premises and data centres.

Please provide costs and timescales for the above.

7.1.2 Process

Please describe your SLA process detailing response times (office hours only as standard with additional hours by prior agreement).

Please describe your non-technical on boarding processes e.g. Account structure, internal process and any meetings or information required, including how will you ensure the process and mechanisms are in place and adhered to, in order to deliver secure and reliable ICT systems in accordance with UK government policy.

Please describe your disaster recovery plans and business continuity plan processes.

Please detail your communication and escalation process.

Please detail your approach to ensuring the Security of the application. Provide evidence of working with DAIS (Defence Assurance and Information Security) formally DSAS and PSYA (Principal Security Advisor) to ensure full system compliance is achieved.

Provide evidence to show you have experience of:

- Working with partners including hosting partners
- Ministry of Defence or government IT departments

Please detail your process accreditation.

7.1.3 Sitecore Development & Support - On-boarding

Please describe your approach to Sitecore on boarding and supporting applications (understanding the code and development environments).

Please provide suggested costs and timescales for on boarding and setting up environments, including any meetings specifically with Navy personnel or incumbent agencies.

7.1.4 Sitecore - Ongoing maintenance

Please detail your approach and process for:

- Pricing
- Technical approach and process
- Creative and design process
- Quality assurance process
- User experience process
- Analytics process
- SEO approach and process

If possible provide evidence that you have experience with: Adherence to government digital guidelines and working with partner agencies on integrated campaigns.

7.1.5 Ongoing strategic development and support

The Royal Navy have recently developed a new website platform (Sitecore) in conjunction with its new digital strategy to maintain its core objectives of: **Recruit, Retain and influence**. This site is to meet the needs of the Navy's core audiences: Potential recruits, Service diaspora, Serving personnel, Media advocates, decision makers and opinion leaders.

How would you develop our digital presence over the next year to support our core objectives and audiences, what would be the building blocks of this vision? Please articulate 3 key areas of focus aligned to core objectives.

Include detail of:

Managing stakeholder expectations, technical and production needs, key processes and deliverables for the strategic process and any measures of success and KPI's

For each of the three ideas please provide indicative costs and timescales for delivery.

7.1.6 Agency details

Please include the following in your response document.

AGENCY DETAILS

Name of organisation

Registered address

Website address

Contact name

(Name & job title of person handling this RFC for the Agency)

Telephone number/mobile number (inc International/National code)

Email address

Fax number

Principal Office Address

(If different to registered address)

Companies House registration number

Year of registration

AGENCY BACKGROUND

Please explain in full details of ownership of agency & affiliations

Where do you have offices that are relevant to this opportunity

What are your core business competencies?

(Brief statement of what your organisation does – 100 words max)

FINANCIAL INFORMATION (Published Accounts)

Turnover	£	£	£
Operating Profit	£	£	£

Additional notes or explanation of accounts

Please state if you cannot supply the above financial information as a result of the US Sarbanes-Oxley Act.

If you cannot supply the above financial information, Please provide us with other indications of financial health and scale (i.e. bank statement, parent company letter of comfort etc)

What is your organisation's preferred structure / method of remuneration?

(E.g. project v's retainer, payment by results, mark up, etc.)

What currency does your agency trade in?

INSURANCE, TRADE BODIES & POLICIES

Public liability insurance

Insurer

Policy number

Level of cover

Limitations or restrictions

Professional indemnities:

Insurer

Policy number

Level of cover

Limitations or restrictions

Are you a member of any trade bodies?

(Please state which ones)

Do you have any of the following policies? (Answer Y or N for each)

Quality Management

Disaster Recovery

Equality and Diversity

Social and Corporate Responsibility

Training

Health and Safety

Environmental / Sustainability

Ethical

Please provide detail on the policies that you hold and feel free to add any of the above policies as appendices to your submission

Have any of the directors, partners or associates been involved in any organisation that has been liquidated, gone into receivership or administration? If so please give details.	
Have any of the directors, partners or associates been found guilty of professional misconduct by a Governing Body? If so please give details.	
Have any of the directors, partners or associates convicted of a dishonest offence? If so please give details.	
Has any director, partners or associates ever been engaged in any capacity with the [Client name]? If so please give details.	
State the names of directors, partners or associates of your organisation who may have involvement in any other companies who provide services to the [Client name]	
Is your organisation registered under the Data Protection Act 1998?	
Has your organisation been involved in any court action and or industrial tribunals over the last three years? If so please give details.	
Has or does your organisation provide a similar service to any other charitable or not for profit organisation? If so please provide details.	
Please confirm that you have adequate procedures in place to ensure that persons performing services on your company's behalf will not commit any offence under the Bribery Act 2010. Please detail those procedures.	
Does your company have a Sustainability/Environmental Policy? If so please give details.	
Does your company have an Ethical Policy? If so please give details.	
Is your company a member of any membership organisations or trade-bodies, which demonstrate your commitment to the above?	

AGENCY EXPERIENCE AND EXPERTISE

CLIENT PROFILE

Client Name

YEARS HELD

Please list your top five clients.

(And give the number of years you've held the account)

Please give brief details of what you do on each piece of business by discipline.

Client1:

Client 2:

(E.g. business to consumer, business to business, integrated, advertising, direct marketing, digital, media, PR, etc.)

Client 3:
Client 4:
Client 5:

Do you currently or have you ever provided any services to [Client name]? If so please describe the products/services offered

AGENCY PROFILE

Please show how the following industry disciplines split as a percentage of your annual income (please provide estimates only) for all of the following:

Advertising (brand)

TV	%
Cinema	%
Radio	%
Outdoor	%
Press	%
Online	%
Ambient	%

Design

Corporate	%
Packaging	%
Retail	%
Graphic	%
Branding	%

Direct Marketing/Integrated

Direct mail	%
TV	%
Radio	%
Press	%
Door drops	%
Inserts	%
Sales promotion	%
POS	%
Affinity marketing	%
Field marketing	%
Telemarketing	%
E-marketing	%
Database Marketing	%
Live Brand Experience	%

Media

Planning	
TV	%
Print	%
Outdoor	%
Digital	%

Buying

TV	%
Print	%
Outdoor	%
Digital	%

Digital

Email	%
Mobile	%
Online advertising	%
Social media	%
Viral	%
Web design	%
Web build	%
Search	%
Affiliate networks	%

PR

Corporate	%
Consumer	%
Events	%
Experiential	%
Trade	%
Crisis	%
Celebrity	%
Lobbying/Public Affairs	%
B2B/Trade	%

Please detail the current mix of business as a percentage of your annual turnover.

Business to Business	%
Business to Consumer	%
Not for profit	%
Total	100%

Do you subcontract work to 3rd parties? If so, please give details here:

SECTOR EXPERIENCE

Agency Experience

Please detail any recent (last 3 years) sector experience or Target Audience experience that is relevant to this brief e.g. client and brief description of the work undertaken for each brand.

BRAND	BRIEF DESCRIPTION OF THE WORK (50 words per client)	CURRENT CLIENT	EX CLIENT (When did you work with them)
-------	--	----------------	--

Key People Experience

EMPLOYEE	BRIEF DESCRIPTION OF THE WORK (50 words per client)	WHEN & WHERE WAS THE WORK COMPLETED? (Year)
----------	--	--

7.1.7 Support and Maintenance Price

Please provide details of your recommend support and maintenance strategy, providing a fully scoped and priced response. Detail any optional items that are out of scope but you feel are worth our consideration at this stage. If you have different service levels IE Bronze, Silver & Gold level support, provide details of what is in and out of scope for each band and the differing tariffs for each.

Please Note: This will form the main basis of the support contract award, without this information your response will not be considered and you will be unable to progress to the final down selection.

7.1.8 Rate card

Please provide details of your standard rate card to be used for future work and developments for the duration of this agreement.

Role	Date Rate
Client Services	
Account Director	
AM / PM	
Account Executive	
Senior Producer	
Assistant Producer	
Production Assistant	
Content Entry	
Strategy and User Experience	
Strategy and Planning Director	
Digital Strategy Consultant	
Digital Strategy Analyst	
User Experience Consultant	

User Experience Architect	
Business Analyst	
Creative	
Creative Director	
Art Director	
Senior Designer	
Designer	
Junior Designer	
Flash Director	
Illustrator	
Content / Body Copywriter	
Advertising Copywriter	
Motion Graphics Designer	
Technical	
Technical Director	
Sitecore Developer	
Senior Developer	
Developer	
Junior Developer	
Senior HTML Builder	
HTML Builder	
Flash Developer	
Senior Tester	
Tester	
IT Support	

8 Next steps

Please confirm receipt of this RFC and by **12:00 hrs Friday, 13 February 2015** your desire to be included in this procurement process.

8.1 Preparing Your Proposal: Instructions and Mandatory Inclusions

This section provides a checklist for you to follow to ensure your response document includes all of the essential elements in a clear, easy to follow format. These instructions are designed to ensure that all responses are given equal and fair consideration. It is important therefore that you provide the information in the order and format specified below. **If you do not include this mandatory information at the time of submitting your response; we may not be able to evaluate your proposal properly and it may be rejected.**

Please limit your response to each question to a maximum of 1000 words, for sections with multiple questions e.g. 7.1.4 the word count can be taken as per answer not per section.

8.2 Clarification Requirements

Provide the information requested throughout section 7 – Clarification Requirements

8.3 Recommended Solution

Outline your response detailing how you would approach delivering the project requirements. Please structure your response document to refer explicitly to each of the requirements listed below, and as detailed earlier in this document.

8.4 Quality Management

Set out your proposal for ensuring that high quality service is delivered; detailing any monitoring and reporting on quality and the checks performed, their frequency, scope and who will perform them.

8.5 Project Approach and Management

Please provide brief paragraph about how you conduct project management on your projects, and any recognised standards and processes e.g. PRINCE2, Agile.

Your contract will be with RN, and the G-Cloud Framework Agreement will form the basis of the contract between RN and the appointed supplier. Existing framework terms and conditions will apply unless otherwise noted and amended. RN Information Superiority will not provide day-to-day project management, but will be managing the contract.

The supplier will take day-to-day instruction from the Head of RN MCE or their appointed representative. RN Information Superiority holds the contract and is also responsible for financial management, including change requests. RN will not be responsible for the financial or other consequences as a result of any

changes to the project scope or timescale, which have not been directly and explicitly approved by the Head of RN MCE in advance by means of the agreed change-management procedures. RN will not pay for any changes or additional work that has not been approved by RN in advance, but the supplier will still be expected to deliver on time and to specification under the terms and conditions of the G-Cloud Framework Agreement.

Please detail how the agency would approach this contract. Outline also how you would manage the contract, including how you would ensure successful management of:

- Quality
- Risk
- Change
- Communications
- Schedule

8.6 Schedule

Please provide a time line detailing your onboarding process from contract award to full operational capability.

This should not be a detailed project plan, but should clearly indicate the activities, deliverables and dependences required for successful onboarding leading to full system support.

8.7 Agency Resources

RN would like to work with suppliers as partners in a single project team, each with their own parts to play in ensuring a successful and enjoyable project. As such, personal interactions and 'chemistry' have an important role to play in achieving this.

Please detail your account team and structure, provide names and CVs of the team that will work on this project, noting which consultant will work on which aspect of the project, along with outline of why you believe they are best suited to the specific role they will fulfil (including relevant experience, credentials, qualifications, etc. as appropriate.)

If you do not have specialist expertise in house in any particular area required to deliver this project, and you propose to work in partnership with a third party specialist agency please provide details of the supplier you propose working with. Any third-parties cannot and should not be appointed without the explicit agreement with RN and RN may terminate a call off agreement at any time if it is felt the appointed supplier jeopardises the contract deliverables.

8.8 Case Studies

Please provide a maximum of three examples and/or case studies of previous projects that you have undertaken that demonstrate experience of delivering complex enterprise level Sitecore solutions, including client contacts (these may be contacted as part of due-diligence).

The examples will need to explain the nature of the work that you undertook and how it was achieved so that we can get a proper understanding of your capabilities, so please do not just provide a URL or screenshot without further explanation to place the example in context. Pre-prepared case studies that you use as part of your standard marketing literature are acceptable providing they are in support of the specific requirements of this project. Examples and case studies with no relevance to this project will be discounted.

8.9 Your Fees

8.9.1 Scope

This is a fixed term two year contract award for support and maintenance of the RN website, CMS and associated systems only. Please provide a fully scoped and priced response detailing any on boarding costs, monthly SLA charges and monthly retainer work.

8.9.2 Option to Extend

In your pricing please also provide details of an option to extend the maintenance contract for a 1,2& 3 years.

8.9.3 Ad Hoc Expenses

Should you be appointed, you should give a ceiling on *ad hoc* expenses (taxis etc.), which you will be bound by unless you receive prior approval from RN for exceeding it, and there is a justifiable reason for needing to do so – you will be expected to maintain and make visible to RN an up-to-date expenses log. You should also include details of accommodation and technical requirements where appropriate.

8.10 Issues and Risks

Please briefly outline any key issues and risks that you have identified with the project while preparing your response.

8.11 Planning Assumptions

Please briefly outline any key assumptions that you have made while preparing your response.

8.12 References

Please provide at least two references from clients you have worked with to deliver services like those outlined in this document within the last two to three years. Include the company address and the telephone number and name of a person at each site who may be contacted to discuss the service. References from your chosen case studies are acceptable at this stage.

8.13 Deadline for Delivery of Response

Please ensure that your tender is delivered not later than the time and date shown in section 10. We are aware that this is a tight timeframe, and appreciate your efforts in helping us achieve this.

We are very strict about deadlines, as we are obliged to provide a level playing field for all candidate suppliers, and late applications will not normally be accepted. However, if there are genuine reasons why

your submission is late e.g. your email system has failed, then please let us know as soon as possible. At the discretion of RN IS Projects, a small extension may be possible in such exceptional circumstances.

9 Where to Send Your Proposal

All responses should be submitted by email to [REDACTED] with hard copies also sent to the Navy Command Head Quarters. Envelopes should be addressed to FAO: [REDACTED] [REDACTED] Navy Command HQ, Ground Floor, Leach Building, Whale Island, Portsmouth. PO2 8BY and marked "Clarification documents. Please phone addressee on arrival". Please be aware that the RN email system will not normally accept single emails larger than 10Mb. Please keep your submission down to a size less than this, or send in multiple parts to avoid the proposal failing to arrive.

We will email confirmation of receipt. If you do not hear back from RN confirming receipt then please email us, or telephone [REDACTED] to check that your response has been received. If you fail to do so, and your response does not arrive at RN, then we will not be able to consider your response or award you the work.

10 What Happens Next

On receipt, the project team from the Royal Navy will evaluate your response and make a preliminary decision. An agency or agencies may be invited to a chemistry meeting prior to a final decision being reached. You will be informed whether you have been selected at this stage.

Once this stage has taken place, the RN team will meet with the preferred bidder and undertake an initial briefing which will also be the last stage of the evaluation process. This will **not** be a formal presentation but a chance for both sides to talk about the project, ask and answer questions about the requirements, and finalise any outstanding issues relating to the services, deliverables and contracts. The agency will be expected to plan the project kick-off meeting, and will produce the agenda for that meeting, as it will be their opportunity to lead the discussion and start to gather the detailed information they require to move the project forward.

Assuming this meeting goes well and all outstanding project and contract points are agreed, the contract will be issued and work will commence.

If there is any significant delay to this schedule we will endeavour to let all agencies know of the revised timings.

11 Summary of Process Timeframes

Activities	Delivery Date
RFC issued to selected agencies	Tuesday, 10 February 2015
Agencies confirm intention to respond	By 12:00 hrs Friday, 13 February 2015
Deadline for questions from agencies	By 16:00 hrs Tuesday 24 February 2015
Answers will be provided	On or By Wednesday, 25 February 2015
Deadline for responses	By 16:00 hrs Friday, 27 February 2015
RN Project team review responses	Monday, 2 – Friday, 6 March 2015
Notice of chemistry meeting issued (if required*)	By 16:00 hrs Friday 6 March 2015
Chemistry / briefing meetings	Tuesday, 10 – Wednesday, 11 March 2015
Decision made on successful proposal, agency informed	Thursday, 12 March 2015
Project kick-off meeting	Monday, 16 March 2015
Parallel running with incumbent agency & on boarding	Tuesday 17 – Tuesday 31 March 2015
Successfully agency take over full support	Wednesday, 1 April 2015

*If chemistry meetings are not deemed necessary then all agencies will be informed by 16:00 hrs Friday 6 March and the project kick off meeting will be brought forward to Monday 9 March to allow longer on boarding process if required.

12 Assumptions and Dependencies

- Due to stakeholder base it is expected that most of the workshops that require RN Stakeholders be held at Navy Command Head Quarters in Portsmouth. Smaller meetings depending on location could be held elsewhere
- All initial points of contact will be through the Project Manager unless otherwise agreed
- References supplied can be contacted
- The supplier as well as working with the RN project team will also need to liaise with Army Information Systems / Webtech and Rackspace for hosting and Defence Gateway support
- Chemistry meetings, if required, will be held in Portsmouth with the Project Sponsors and Stakeholders prior to the final decision process as set out in sections 9 and 10

13 Legal Notices

13.1 Confidentiality

This document, and those which accompany it, are designed to be distributed outside of government. As such they are not protectively marked or classified but should be treated as **Commercial in Confidence**. Where released outside the Royal Navy to any third party this is done so on the explicit understanding that it will be kept securely and destroyed should that third party no longer be engaged in relation to this project by either the Royal Navy or anyone acting on their behalf.

13.2 The Freedom of Information Act

Potential suppliers should be aware that, under the terms of this legislation, the public's right to access information held by any public authority may have implications for the release of information submitted as part of the clarification process, deemed to be held by the Royal Navy under the terms of 'The Act'.

Therefore, although you can choose to include confidentiality clauses in your response, and these will be noted, this is no guarantee that the information will not be released. However, material will not be released without consultation with the supplier in question. Further guidance on this matter is available at and www.gov.uk/government/organisations/ministry-of-defence/about/publication-scheme

13.3 Terms and Conditions

Appointment will be made under CCS G-Cloud Services Framework Agreement which all candidate agencies on the Framework have already agreed and signed up to. As per CCS guidelines, no agency must materially change their service description in order to fulfil the requirements of this procurement. Agencies should also have signed up to the Data Handling Policy.

14 Disclaimer

14.1 Acceptance of Proposals

By issuing this clarification document RN is not bound in any way and does not have to accept the lowest or any response.

14.2 Period for Which Proposals Remain Valid

Unless otherwise stated by the responder, responses shall remain valid for 90 days from the closing date.

14.3 Amendments to the Clarification Documents

RN reserves the right to amend the enclosed clarification documents at any time prior to the deadline for receipt of response. Any such amendment will be numbered, dated and issued. Where amendments are significant, RN may at its discretion extend the deadline for receipt of response.

14.4 Costs and Expenses for Responding

You will not be entitled to claim from the Royal Navy any costs that you may incur in preparing your response whether or not your proposal is successful.

15 Enquiries

If you have any questions about the specific requirements, please contact Stewart Robinson on [REDACTED] [REDACTED] prior to the deadline for questions (see section 10). Please use the subject line "Royal Navy Website Support RFC". We will endeavour to respond to all questions within the same working day, were further clarification needs to be sought internally you will notified and answers will be relayed as soon as they are available. Please note that any new, pertinent information arising from queries will be shared with **all** the agencies invited to respond to the RFC, this is to ensuring a level playing field for all agencies during the procurement stage, but any questions deemed unique or relevant to an individual agency idea shall be kept private at RN's discretion.

Please email all questions for the record – but do feel free to call, within reason, with enquiries about the project requirements.

If you have questions about the procurement process for example, the format of your response, if you have any doubt as to what is required or will have difficulty in providing the information requested please contact [REDACTED] prior to the RFC final submission date.

16 Final Comments

We genuinely appreciate the significant time and effort that goes into developing your responses. We do not take your participation for granted and only seek to involve those agencies when we feel they have an outstanding proven ability to undertake the work in question and will put forward a strong response.

We would like to thank all your team members in advance for their contributions and look forward to working with you on this, should you be successful.

Digital strategy

February 4 2013

Objectives

1. Reduce bounce
2. Increase visitors
3. Increase dwell time

Digital strategic goals within next 12 months

1. Develop digital ecosystem for RN online presence (website and social media) to build engagement across audiences
2. Implement mobile-platform-friendly design across RN Internet site to reach most effectively our audiences
3. Build collaboration and cooperation with RN stakeholders

Delivery plan

1. Broaden our commitment with our website agency to the wider digital ecosystem:
 - a. audit social media channels;
 - b. develop and promote sharing tools;
 - c. implement Sitecore changes to facilitate social media sharing with news and event calendars
2. Adapt existing navigation to be flexible for our purposes and meaningful to our audience:
 - a. CNR and RNCom intend to review their pages in summer 2013 and change the structure.
 - b. Improves access through mobile platforms.
3. Develop the map:
 - a. The map is still not fit for purpose and will not allow land units to be assigned to an area without a ship. The fact that this is problematic with Afghanistan has been repeatedly pointed out since before launch, and remains unfixed.
 - b. We pay £20k annually for the Bing map of which we are not making best use. Develop alternative solution.
4. Change home page.
 - a. It has a slow loading time due to the demands of video and the interactive map. This further hampers people accessing the site through mobile platforms.
 - b. Refreshing the multiple videos on the frontpage demands expensive work from an external contractor which we cannot sustain.
 - c. Redesign the front page, offering clear routes to the key user-sought sections of the site, using the dynamic content that we change daily (news), and creating opportunity to highlight CNR campaigns or other promotional material to tie in with key RN events. This adapted frontpage will work better with mobile platforms.
5. Adapt section landing pages.
 - a. As above
6. Create news landing page.
 - a. Facilitate links with social media channels.
7. Define meaningful KPIs across digital ecosystem to monitor performance and report to DEPAG.
8. Full transition to mobile-platform-friendly design
9. Develop interactive tools for RN events, BoA70, WW1 centenary and RM350, creating engaging content which audiences will want to share online

Areas to be addressed:

- a. Change homepage
- b. Better navigation
- c. Better menu
- d. Mobile responsiveness
- e. Better news template
- f. Socially enabled (digital ecosystem)
- g. Campaign pages
- h. Landing pages
- i. Recruitment campaigns
- j. Other templates
- k. Content audit (UX reviews)
- l. SEO
- m. DMS

End results – absolute deliverables

- a. Responsive site
- b. No user journey problems
- c. Secure
- d. Professional

E3 will be expected to provide with agreement from the RN as customer:

- a. scoping
- b. design (creative and technical)
- c. build
- d. implementation
- e. testing
- f. bug fixing

RN Digital: RN website and digital ecosystem maintenance and development strategy Business case

Date: March 14 2013

Author: [REDACTED], RN Head of Digital

1. Background:

- a. The Royal Navy website was relaunched in September 2010 after an intensive work period with the digital agency AKQA. Post-launch, with mutual agreement, AKQA walked away from the project. Digital agency E3 Media were procured through Cabinet Office COI arrangements as an interim solution; this arrangement has been in place with repeated contract extensions.

2. Description:

- a. This contract will deliver sustained support and development to the RN website and the RN's online presence.
- b. This development will deliver the RN Digital Strategy (RNDS), dated August 7 2012, by [REDACTED] commissioned by the Royal Navy.

3. Justification:

- a. (ref. RNDS, p.9) Review of best practice in comparative organisations and social media will be delivered within the 12 month period to improve the RN website.
- b. (ref. RNDS, p.17) Transition to a responsive website to work across platforms (smartphone, tablets and desktop) will be delivered within the next 12 months and thereby improve accessibility to the RN's key audiences.
- c. A move to responsive site requires changes to existing templates, landing pages and navigation across the site.
- d. (ref. RNDS, p.8) The front page has a bounce rate of 41.56% in January 2012; changes implemented in the previous financial year have reduced this bounce rate by 1% to 40.55%. This project includes a KPI to improve this figure within the 12 month period.
- e. Work done within the project period will improve Search Engine Optimisation, reducing bounce rate on the front page and across the site.
- f. (ref. RNDS, p.19) Integrating the social media abilities of the existing Sitecore CMS will enhance the RN's delivery to social media channels, reducing the burden on staff time for the future.
- g. (ref. RNDS, p.) The delivery of an improved user journey through the site will improve visitor numbers to the site, reduce bounce rates, and support the government's initiative of digital by default and the delivery of Captain Naval Recruiting's primary function in supporting the future of the RN.

4. Financial implications:

[REDACTED]