NHS
Professionals

Request for Proposal for
Corporate Website Refresh

Version Control:

Version	Reason for Issue	Date	Recipients
0.1	First Draft	16/01/20	Roderick McInnes; John Russell; Stephen Thompson; Rob Barton; Jill Brown; Joanne Pearce; Paula Powell; Craig Fleming; Keith Farnham; Heather Nickson
1.0	Final	21/01/20	Digital Marketplace

1. Overview

NHS Professional's Corporate Website (http://www.nhsprofessionals.nhs.uk) requires replacing, plus the content management system that supports it. There are various systems which we also present via the website ('shop front') to our prospects and existing clients. These also need to form part of the final seamless solution, presenting a consistent brand, look and feel and user experience across all systems.

Our primary challenge is management, administration and tracking of our current core website. The primary objective of this project is to improve the administration experience, decreasing the time taken to provision new content, thereby increasing the ROI for each campaign and job posting. This is to support our objective of increasing the number of candidates available in our Bank – all leading towards saving the NHS money.

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2. NHS Professional's Background

NHS Professionals (NHSP) is run by the NHS, for the NHS. We are owned by the Department of Health and Social Care (DHSC) and work in partnership with hospital Trusts to provide a Bank of highly skilled temporary workers who want to work flexibly within the NHS. Working through the NHSP Bank means Trusts don't have to rely on expensive agencies.

We are not an agency. We are the leading provider of flexible workforce services to the NHS with more than130,000 healthcare professionals registered with our bank, across more than 50 NHS Trusts. We are the NHS' managed bank and locum doctor service provider, working in partnership with Trusts, and our aim is to deliver ever more challenging service improvement plans by deploying a cost-effective, reliable and safe flexible workforce that saves money for clients while improving their bank productivity.

We have an excellent track record of helping NHS trusts to merge their temporary workforce banks by harmonising policies, procedures and pay rates. Our workforce consultancy and project management capabilities are our core strengths.

The members registered on our Bank carry out various roles, grades and specialities, saving the NHS more than £70 million each year. This money is then reinvested back into the NHS. We serve Acute, Mental Health and Community Trusts across England, along with Social Enterprises.

Where we expect suppliers to work

The primary location is working with a team based primarily at Breakspear Park, Hemel Hempstead, HP2 4TZ. We also have offices in Tingley, Wakefield. WF3 1WE, although we do not anticipate any work needed at that location.

3. Project Background

One of NHSP's strategic objectives remains to triple the number of bank hours worked by a) increasing the supply of workers to fill vacant shifts; and b) increasing the number of clients. One of our routes to market is (should be) our digital presence, not least of which is the corporate website.

NHSP's existing digital presence exists on Facebook, LinkedIn, Twitter, Instagram, YouTube and also the corporate website (https://www.nhsprofessionals.nhs.uk), all of which should link together seamlessly. But the current website has the following issues:

1. A poor user experience, resulting in a high 'bounce rate' (above 70% which is considered higher than average) and increased calls to the Service Desk even when information is available on the site. Users also default to Social Media channels including Facebook and Twitter which then potentially go on to cause media and press/ PR issues that need to be remedied.
2. Limited content capability directly impacting our strategic aims (e.g. the site is unable to show jobs currently available to our existing or prospective workers, and unable to kick off the process for fulfilment). This issue also prevents us currently to present content designed to engage prospective workers and clients – including that of corporate talent.
3. Limited ability to respond to and support campaigns, especially those fast-to-market.

4. Poor digital footprint (presence) linked to search engine results (including google) which leads to insufficient prospect awareness, poor user experience, and lower conversion rates – AND internal banks work against each other rather than working cohesively, sometimes competing for workers, clients and jobs

5. Technical Development support is required to make simple administrative and content changes, ostensibly because the Content Management System is poorly utilised (reasons unclear, but possibly down to insufficient training, poor processes and poor website structure and design. Views are that there is a design issue with the CMS itself in that it is not drag and drop as such and is more suited to retail. However, on balance, training may not have been sufficient with Sitecore.)

6. The use of a dedicated contractor employed (as outlined above) rather than allowing marketers to carry out changes is cost inefficient.

7. Limited Tracking of performance and reporting due to lack of metadata and other monitoring tools – although it is clear that general use of the website has been declining (shown through Google Analytics which show the transactional nature of the interaction). What is unclear are the reasons why although it may correlate to the growing number of mobile users of the site which is not currently optimised for mobile. This needs further analysis.

8. No integration with strategic tools, e.g. CRM (Dynamics 365) system. Whilst resolving this will likely be considered for future phases, the requirement needs to be included in our initial requirements to ensure we don't make it unnecessarily more difficult in later deliveries (particularly personalisation and automation of the user experience (UX)).

This project is focusing on the improvements of the core website in order to address the above.

4. Project Goals, Target Audience and Conversions

The overall goal of the project is to create a coherent single 'shop front' which facilitates the servicing of all the following areas. But the main focus is on the ease of administration and management of the 'shop front'.

Hence our three primary goals are:

1. To replace our existing 'shop front' infrastructure with something that is easy to use and manage, fast to market
2. Able to track the interaction across the domain, including the number of applications, registrations (expressions of interest) and placements so we can focus on improvements in the most effective areas
3. Improving the User Experience

As you can imagine, the website has a number of different types of visitor (both B to B, and B to C), for both **new prospects** and **existing clients.** These are listed in order of target priority:

- o Worker/ Candidate (including medical and 'other' (e.g. plumbers))
- o Client/ Trust
- o Non Client/Trust
- o NHSP corporate staff
- o Agency (likely to be existing relations only)

o   Marketing/ PR contacts and other corporate connections, including other families such as NHS Improvements, NHS Digital, NHS Employers, etc.

Plus we also have the administrators of relevant departments.

Benefit Goals

We have itemised these specific measurements as objectives to support our goals:

Name	Description	Measurement	Existing (baseline)	Target
Time taken to market	The time taken to produce a new campaign landing page for the website	Cloning an existing template within minutes	SLA currently 10 days	4 hours if content elements available to apply to the website CMS
Bounce Rate	The percentage of visitors that spend less than 30 seconds on the website	Google Analytics – currently shows 70% and above	73.53% (ALTHOUGH IT SAYS 46.21 in the last 6 months)	30% would be ideal
Returning visitors	Attracting and gaining engagement from visitors reaching the site after the 1st time	Google Analytics – Returning visitors is c.38%	38%	Above 60%
Rapid Access	Users can find what they need in less than 3 clicks	For defined user journeys	3.76 pages deep	Time on page defined per page. E,g. Access to MyBank less than 30 secs but campaign pages more than 2 minutes
Referral traffic	Which source visitors are referred to the website from	Percentage of visitor traffic referred by Organic Google	49%	More than 60%
Job Applications	Click apply on a job application page	Conversion of Job advert as a goal	0%	15%
Registrations	Click register on the register page (join)	Conversion of registration as a goal	Join bank	25%
Inbound Service Centre Calls	Reduction due to website presence	Measure click on click to call service centre tab	Measured as an event	Increase by 30%
Conversion rates	Forms	Click through rate	Not measured	Would be different for each form purpose e.g. complaint vs sales enquiry

In addition, we need:

- Provision of a CMS that meets NHSP Marketing & Communications team, technical and business and user needs and aligns with NHSP wide, digital and IT strategies (criteria included in the accompanying spreadsheet **CWR Requirements v1.0**)
- Provision of a corporate website that meets user needs including that facilitating user journeys for defined audiences and optimised for mobile use (criteria included in the accompanying spreadsheet **CWR Requirements v1.0**)
- Remove the reliance on specialist technical knowledge to maintain, manage and enhance the website

At present, we are unable to measure conversion rates coherently across the domain infrastructure. This is a functionality we must introduce as part of this project.

5. Site Map & Information Architecture

The following gives a conceptual view of the systems in play (subject to full discovery).

CMS/ Website – to be provided

- Provision of information – some sourced from Knowledge Management System(s) also including Dynamics 365
- Microsites (i.e. for Trust partners)

- Job Board front-end– so visitors can see a vacancy list to encourage registration – also to show internal corporate roles – could be fed by third party multi poster Broadbean, perhaps. It may be that this functionality is best served by our incumbent systems
- Registrations – although possibly ALL levels (including 'newsletter only') to create/update in Dynamics365 (new user types will be needed)
- Contact Us, chatbot, etc. – through Ring Central/ Dynamics 365

We envisage the following systems will require **presentation** resident on the website (subject to full discovery and recommendation). However, ALL the systems noted on this diagram require consistent branding (and URLs) across the domain. We welcome your approach.

Dynamics ATS:

- Job applications (which then feeds into Dynamics 365 for full application process)
- (Also feeds Broadbean)

Dynamics 365:

- Knowledge information (e.g. FAQs, etc.)
- Profile registration (basic directly, more detailed for jobs probably via Dynamics ATS)
- CRM – also for contact management (i.e. Ring Central)
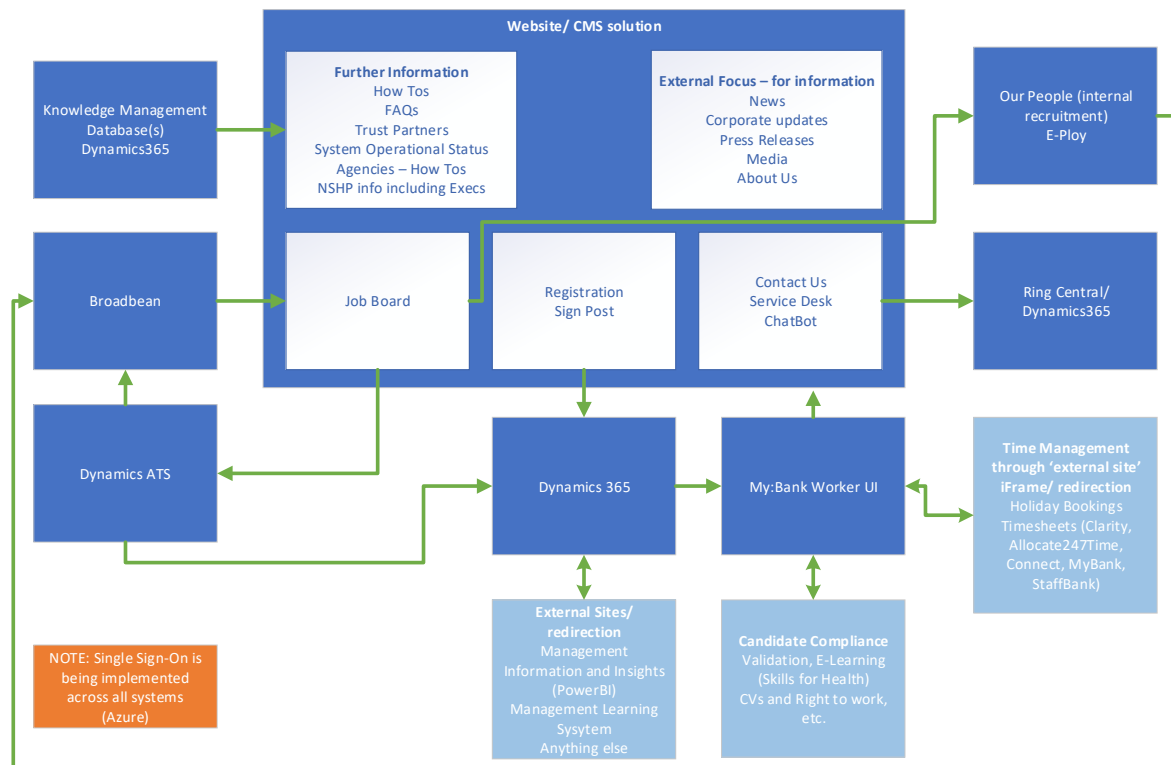
E-Ploy:

- E-Ploy may feed job requirements into Broadbean (feeds Job Board), or these may go direct to the same job board. OR it may present independently

Broadbean:

- Feeds the jobs board
- (takes feeds from Dynamics ATS, plus E-Ploy if best solution)

My:Bank Worker User Interface:

- Login required, link or presentation only

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6. Scope of Work and Deliverables

Scope

In scope

Specific outputs are as follows:

1. Support for creation of the Full Business Case
2. Website sitemap/ structure/ wireframes to support the design of the website, including routes to/ from the website, and expected functionality to deliver those journeys
3. Associated content strategy
4. Visual Design
5. Search Engine Optimisation
6. Preferred User journeys – including wireframes
   - Worker/ Candidate (Bank, DE) – including medical and 'other' (e.g. plumbers)
   - Agency
   - Client/ Trust
   - NHSP internal staff
   - Content Administrators of relevant systems, plus website administrators
   - Marketing/ PR contacts and other corporate connections, including other families such as NHS Improvements, NHS Digital, NHS Employers, etc.
7. Reconfirmation of requirements for delivery (i.e. Functional Specification)
8. Technical deliverables
   - Technical Design Specification and Architecture (to be agreed prior to implementation), including constraints

- Focus on 'personalisation' of experience for users; jobs board functionality; and microsites
- 'Integrations' required with existing systems/ solutions, including in particular Broadbean; Dynamics365; DynamicsATS
- Analytics, Stats and measurements, in particular performance and conversion rates

9. Delivery of the above (development (i.e. Front-end Coding (HTML/ CSS, animations) and back-end coding (i.e. CMS, 3rd party APIs, potentially custom software/ features)); mobile device optimisation; implementation; integration)
10. Accessibility Audit
11. Full Testing Plan (to be signed off against confirmed and clarified requirements)
12. Testing in association with our NHSP Teams
    o Technical Testing
    o Functional Testing
    o Penetration Testing
    o 'Integration' Testing
    o User Acceptance Testing
13. Quality Assurance
14. Ongoing hosting and support requirements to meet pre-specified and agreed Service Level Agreements (SLAs) and Operating Level Agreements (OLAs) as required
15. Support in Business Change and training that will be required to embed the use of this system in the organisation
16. Support and evaluation of the project objectives and benefits
17. Management of the above

The scope of the Corporate website includes the following areas:

'Shop Front' functionality:

- Marketing/ customer awareness (i.e. landing/ hero page)
- Full corporate web search
- Presentation of the below
- Consistent, coherent brand, look and feel – including URLs, etc.
- Partners' information – including routes to protected areas
- Product and services information – and registering interest
- 'How to' information for all our client and candidate-facing processes and systems and 'key queries' – ideally automated and linking with the CRM knowledge base
- Contact us – potentially integration through multiple channels (e.g. chat, calls, forms, etc.), potentially to link in with the service management system (Dynamics365). This is key as it directly impacts the Service Centre and our professional reputation.
- Social media integration to allow easy sharing of NHSP website content e.g. jobs, articles & content assets
- Corporate information, news, disclaimers, etc.
- Specific client information and 'how to's (including Frequently Asked Questions (FAQs)
- Video

Third Party Software presentations (which MAY be provided by a new partner):

- Jobs Board – fed via Broadbean, then create/ update in Dynamics365 for application
- Integration with social media channels

- Eploy currently acts as NHSP careers site

Functionality requiring presentation (which WILL be provided by in-house applications) – e.g. presentation via embedded html or similar:

- Registering interest to become a client (e.g. Trust, worker)
- Candidate registration to become an NHSP bank worker
- Candidate registration to become a corporate NHSP worker
- Identity and Access Management
- Knowledge Management Database

Single Sign-On is being implemented across our estate (we're using Azure).

Also to be considered are all platforms including Service Desk (i.e. Spark) where the interactions are triggered by the customer, e.g. Social Media platform management (interactions such as Facebook, Twitter, LinkedIn, Instagram), plus web-based call initiation, online-chat. The main objective is to ensure these interactions remain under our control and within our tracking capability.

Out of scope

You will not be required to deliver:

- Copywriting
- Illustrations
- App development
- Paid search placement/ advertising
- Functionality that mimics that already in existence
- Full integration of systems into the website

Risks
There are no major risks associated with this project.

Constraints
We have a large business change programme (V22) being implemented 2020-2022. Its technical initiatives may inform/ impact this project. This will become clearer over time but we will endeavour to choose a solution which is future-proof and offer interoperability to allow for every eventuality. We already know key audiences and their interactions for the site – these shouldn't change. Only the content on show.

Dependencies
There exist some constraints in the functionality due to be provided by other systems. However, we expect the discovery phase to expose any technical dependencies/ interoperabilities in more detail.

Assumptions
Assumptions are that:

- Final sign-off will be required from the Executive Management Team
- The existing website will continue to function and be supported whilst this project is under way – and all resources will continue to meet business demand
- The existing service provider TBSCG will be supportive and provide relevant information, even if they are not considered as a final contender for the solution
- All resources will be available as required to complete this project

- V22 will NOT impact the scope and timescales of this project

7. Timelines

The objective of this project is to achieve the implementation of the new website as soon as possible – the main incentive is to reduce costs, but also to improve the ease and speed with which marketing can respond to the changing business needs. We would like to achieve this asap.

We expect it to take between 9-12 weeks, but we do recognise that the dependencies on other internal (NHSP) systems may delay certain functionality. This will need to be scoped more fully during discovery.

8. Principal Point of Contact

For the duration of this evaluation, your principle point of contact will be:

Sharon Axcell – sharon.axcell@nhsprofessoinals.nhs.uk

Please note her working days are Monday, Tuesday and Thursday.

9. Budget

Budget has been allocated at £120,000 for year 1. We invite proposals for 'discovery', but this should be included in the above costs. Additionally, support costs have been allocated at £30,000 p.a.

We anticipate fixed licencing fees (and relative support), with capped time and materials for the delivery of the solution.

10.   Ongoing Support/ Retainer

Please provide your standard SLAs and OLAs at this time.

11.   Web Hosting

We are interested to hear your preferred options. We only stipulate that the hosts need to adhere fully to GDPR and reside in the UK.

Please also advise:

- Who handles site backups?
- Is there an automated process for the recovery files and the database? Is this included, or an extra fee?
- Is a caching or content delivery network (CDN), which help with performance, included in the fee?
- What security safeguards are in place?
- Is there a guaranteed level of uptime?
- If you are proposing an open source CMS, who manages the ongoing core and plugin/module updates?

12.   Analytics Software

We anticipate continuing to use Google Analytics, but please propose your preferred option.

13.　　Web Design Examples

Examples are:

https://lantum.com/ (although we need 'existing' as a main option, too)

https://www.freelancer.com/

https://www.manpower.co.uk/

Note that all the above are extremely simple and clean, clear on the landing page.

14.　　Criteria for Selection

Our evaluation criteria have been issued with this RFP - referenced in section 15. Appendix A – Evaluation Criteria. "CWR – digital-outcomes-specialists-scoring"

15. Appendix A – Evaluation Criteria

Criteria	Criteria weighting	Evaluation criteria		Skills and experience the supplier said they have
	Add the weighting you published with your requirements. The total must add up to 100.	Add the criteria published with your requirements.		Add the supplier's responses to your questions on skills and experience, eg yes or no.
Technical competence	Technical competence weighting:	Essential skills and experience	'- experience designing services for users with little time	
			- experience with multiple websites using a core content management system	
			- experience with recruitment companies/ jobs boards	
			- experience with optimising complex user journeys	
			- experience with integrating with/ front-ending numerous systems	
			- experience training users to bring a skillset/ competency in-house	
			- experience in minimising the effort for non-system-literate personnel, thereby minimising the adminstration	
			- experience in implementing security and controls in a heavily data-protected environment	
			-experience in establishing and maintaining a strong digital footprint	
			- propose a comprehensive solution	
			- have demonstrable experience in that solution	
			- uses agile delivery methods	
			- experience of effective training and building capability in-customer-house	
			- keeping customers updated and engaged in the longer term and throughout the product and project life cycles	
			- effective communication and management of clients, including forums and roadmap consultations	
			- delivering at pace	
	55%		- delivering value for money for users (as well as us as clients!)	
		Nice-to-have skills and experience	'- experience of extraction of data/ assets from SiteCore would be useful	
			- experience of 'integration' with/ front-ending the following would be useful:	
			-- Broadbean	
			-- Dynamics365	
			-- Dynamics ATS (Application Tracking system)	
			-- Social media platforms (see list)	
		Proposed solution	'- Technical solution	
			- Approach and methodology	
			- How the Approach or solution meets user needs	
			- How the approach or solution meets our organisation's goal	
			- How easily the system can be managed and administered by our key users	
			- Estimated timeframes for the work	
			- How you\ve identified risks and dependencies and offered approaches to manage them	
			- Team structure	
			- Ways of working	
			- Value for money	
Cultural fit	Cultural fit weighting:	Cultural fit criteria	'- work as a team with our organisation and other suppliers	
			- be transparent and collaborative when making decisions	
			- have a no-blame culture and encourage people to learn from their mistakes	
			- take responsibility for their work	
	15%		- share knowledge and experience with other Team members	
			- challenge the status quo	
			- be comfortable standing up for their discipline	
			- can work with clients with low technical expertise	
Price	Price weighting:	30%		