

Website redevelopment procurement brief

1. Introduction

Watford Borough Council has an ambitious programme of delivery, change and improvement. A modern, easy to navigate responsive website is vital in supporting its ambitions.

The website needs to reflect the Council's reputation for effective and successful delivery of services and provide an efficient information channel to a range of audiences including residents and businesses. This includes improved provision for transactional services such as payment of council tax, reporting faults and applying for services.

The Watford Community profile (gathered from MOSAIC data) shows that we have a local population who have a strong preference for modern technology, with 80% with a preference to access services online. Our web stats show that around 40% of visitors to the site use mobile devices.

Watford's current website is outdated, and users regularly feedback that it is difficult to navigate. The site structure no longer meets the needs of the council and is buckling under levels of information. Over the past four years it has received an average SOCITM rating of one/two stars for the completion of tasks and accessibility.

The Content Management System is very old and whilst it is robust, it hasn't kept pace with advances in modern technology. It isn't intuitive to use, making it difficult to manage the website content. As a result, outdated content is often not weeded out, damaging the credibility of the site, as well as the reputation of the council.

Officers who manage content on the website have fed back that the system is unfriendly and that the information is illogically stored.

We want the website to reassert itself as the council's information and transactional hub, demonstrating our professionalism, efficiency and core values: **inclusive, fair, bold, integrity**. To achieve this, a complete redesign of the look and feel of the website is needed, capturing the essence of Watford's brand.

2. Aims and success factors

The Council would like to commission the services of a suitably experienced Web Agency to deliver its ambitions for a new website as follows:

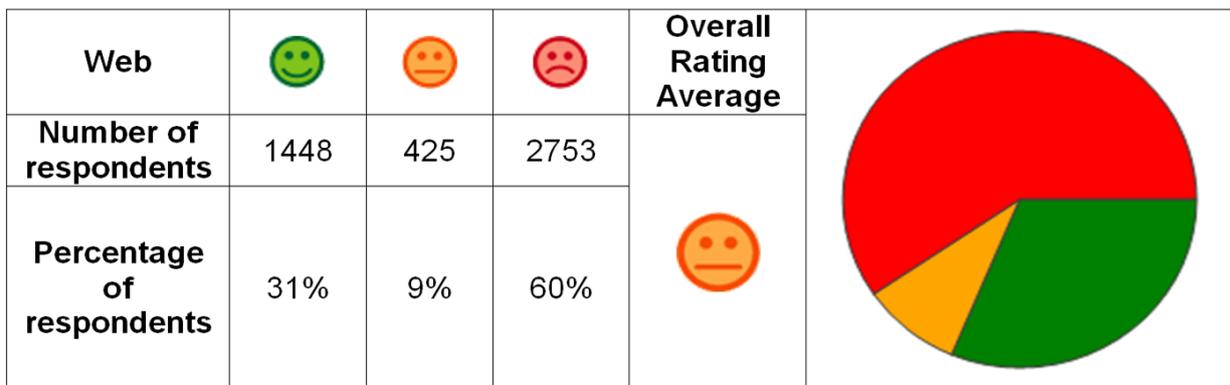
1. An easy to use CMS
2. Responsiveness to modern technology
3. Redesigned look and feel – (excellent user experience)
4. Good accessibility – (design and content)
5. Encourages customer to access council services online
6. Improved brand communications and awareness
7. A three or four star SOCITM rating
8. The first port of call for users who want to know about Watford and what is going on in Watford.

3. Current situation

The existing website design and information architecture has been in operation from 2005. Since that time, apart from minor improvements to provide basic transactional functionality, there has been no significant investment in either the technology to continually improve its performance or the resource to manage it effectively.

The website is therefore not the functional and engaging channel that both the public and staff have come to expect online and overall customer satisfaction with the website is at best rated 'average'.

3.1 Current website data and feedback

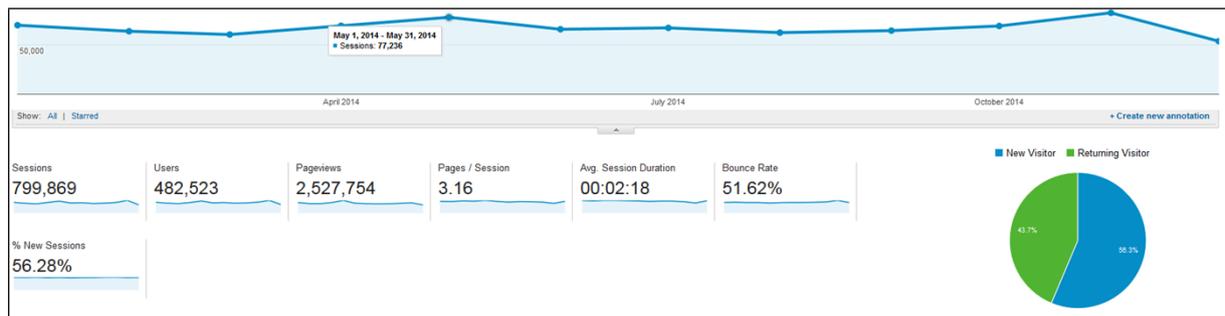


*WBC Govmetric feedback 01/01/14 – 31/12/14

Analysis of our consumer and demographic data for 2014 has revealed that approximately 80% of Watford Borough Council residents have a very high propensity for self-service and would prefer to access more of our services online - the knock-on effect being the easing of pressure on frontline staff and therefore an improved service both on and offline.

During user research, Watford residents have fed back that they expect us to provide them with a professionally designed website where they can easily find, access and interact with council services.

From 1 January to 31 December 2014 there were 799,869 visitors to the site an almost 8% increase on the previous year. Of these 450,481 were unique visitors and 349,388 (43%) are returning.



*WBC Google Analytics 01/01/14 – 31/12/14

3.2 Current popular pages

The most popular transaction page viewed was the payment portal

www.watford.gov.uk/ccm/content/strategic-services/home-page-links/pay-for-it.en with 154,000 page views, an increase of almost 20% on 2013.

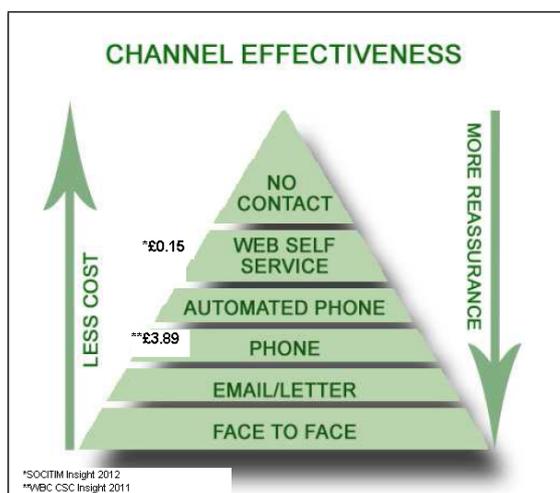
Other popular pages are:

- Benefits Calculator
- Jobs and Careers
- Contact us
- Planning
- Car parks
- Recycling
- Household waste
- Housing

3.3 Efficiency savings

By increasing the use of user friendly self service channels there is the potential for the council to generate efficiency savings. In 2012 Socitim estimated that every telephone enquiry cost a local authority £8.62, as opposed to 15p for a web enquiry. An exercise carried out by WBC's CSC in 2011 estimated telephone costs of £3.89 per call.

Customer Service Centre



3.4 The current CMS technology

The current website is built on the AplaWS+ CMS, which is an open source product specifically developed for use within Local Government. A tailored version of the Local Government Navigational system is used to structure the website's content. Web authoring is devolved across services, with publishing rights managed centrally by the Communications and Engagement team.

The technical elements are managed by an external developer, Coding Craft, as well as the CMS they also manage the Information Architecture and the technical resources that run the site, ie hosting. The council's outsourced ICT provider, Capita SIS, conduct CMS training

sessions for new web authors and partner with the developer of the CMS to resolve any technical issues.

3.5 Other technology

The current website has limited transactional functionality. The approach to online service delivery is not consistent and for the most part not integrated with back office systems. This lack of integration means the duplication of work. Often customers are required to download and manually complete forms or complete eforms online which are then emailed to services for data entry and action. By making services truly digital and integrating transactions with back office systems there is further scope for the council to realise efficiencies.

There is also capacity to better utilise existing GIS technologies to provide self-service information to customers.

3.6 Good practice from other authorities

Norwich City Council has a good example of this template in action, known as mynorwich, which is accessible on its home page:

<http://www.norwich.gov.uk/Pages/default.aspx#&panel1-1> (Use NR2 3DP in the address search).

The London Borough of Newham has also deployed similar functionality based on LocalView known as My Neighbourhood. <http://www.newham.gov.uk/Pages/index.aspx> (Enter E6 5JL in the My Neighbourhood search box and choose any address).

GIS also allows the use of Embeddable Maps within webpages to show location information to customers. For example, locations of allotments, resident parking and local land charges searches.

This can be seen on the Sheffield City Council website with location based information on the city's allotment locations and site vacancies: <https://www.sheffield.gov.uk/out--about/parks-woodlands--countryside/allotments.html>

The Localview system supplier ESRI UK has offered to work closely with WBC on the work required to develop this aspect of the product on the redesigned website.

4. Audiences

A high-level breakdown of the primary and secondary audiences that WBC needs to target through this development is shown below:

Primary:

- All Watford Borough Council residents
- Businesses
- Key stakeholders – eg, Everyone Active, West Herts College, Watford Colosseum, New Watford Market, Watford Palace Theatre
- Other organisations – eg, the third sector

Secondary:

- The Elected Mayor of Watford and Elected Members
- Watford Borough Council employees
- People who work and/or study in Watford
- People visiting Watford
- Other stakeholders eg, local councils and public bodies
- The media

5. Summary of requirements

Watford Borough Council has identified the options below as developments for its new website.

- Provide a new content management system
- A new look and feel
- Brand communications
- eforms
- Increased transactional activity and services designed with digital as the preferred access channel
- A way of displaying news in a way that also promotes Watford Borough Council's longer term stories.

6. Your proposal

6.1 Please provide a summary/description of what action you intend to take to achieve against each requirement – listed in 2 and 5 above.

6.2 In addition please also identify other developments that WBC could consider and where you believe that you could add value to the project.

6.3 Examples of other websites that we think function really well on all devices:

- Manchester City Council
- Milton Keynes Borough Council
- Westminster City Council – (integrate with Veolia's technology for reporting missed bins)

7 Tender Requirements – Specification in more detail

7.1 Introduction

This is a specification for the supply, development and support of a content management system and website.

Watford Borough Council is seeking to create an intuitive, clear, functional and highly configurable site to provide a communications and services portal for the many visitors, residents and businesses.

The ability to link with current and future systems is a requirement of your submission. Any additional modules you can provide should be detailed in the proposal and costed as extras.

Submissions will be evaluated against the criteria for value for money. Whilst cost is a key factor, high importance is attached to quality, functionality and innovation.

7.2. Current Systems

The ability to link or integrate with current and future systems is a requirement of your submission. Any additional modules you can provide (for example e-petitions) should be detailed in the proposal, costed as extras.

7.3. Project Definition

7.3.1 Objectives

The new CMS and website is intended:

- To say what Watford Borough Council does, who we are, have clear contact details and detail the range of services.
- To improve the effectiveness with which Watford Borough Council publishes information to its customers
- To improve the efficiency and effectiveness with which customers can access information and services from Watford Borough Council.
- To provide seamless informational and transactional interfaces.
- To meet WCAG 2.0 AA standards for accessibility (as a minimum)
- To improve website navigation and readability
- To remove all redundant, irrelevant or duplicated content from the website
- To introduce the capability of managing content in terms of responsibility and regular review
- To reduce officers' time and effort involved in creating and moderating content

7.3.2 Deliverables

- The ability to host multiple redesigned satellite sites and an intranet site with active directory integration for authentication.
- Content designers trained in the new system
- Technical training provided for system support staff
- A user guide for the new CMS

7.3.3 Scope

The new CMS must meet the following requirements:

- It must allow for delegation of content editing, but provide centralised editorial control and a centralised mechanism for releasing content onto the website
- It must allow the editing of CMS templates, where used, without the need for additional software
- It must provide for establishment and monitoring of content review dates
- It must provide a visual rendering to the editor and moderator of how the content will look when delivered by the website
- It must allow for easy editing of website content which includes text, images, other media and layout
- A clear and sustainable support route must be available to maintain, develop and repair the website as necessary
- The resulting website must be usable on Firefox, Internet Explorer, Google Chrome, Apple Safari, Opera and any other browsers which may be commonly used and

provide consistent content and functionality across all, the finished website will need to be cross-browser compatible

- It must allow for the creation of multiple sections or sub-sites in the resulting website, each of which can be branded independently
- It must allow for the retention and management of multiple versions of web content pages
- It must have customisable workflow
- It must allow the creation of a website accessible to WCAG 2.0 level AA (minimum)
- It must link, integrate or provide replacement for existing systems.
- It must allow for the creation and hosting of multiple satellite sites
- It must allow for the creation and hosting of an intranet site with active directory integration for authentication
- It must allow full granular user rights by individual or group
- Integration with Social Networking sites for example Twitter and Facebook to post updates
- A mechanism for managing hyperlinks and presenting downloadable material

The new CMS should meet the following requirements

- Content editing should be supported by a spellchecker
- Facilities to allow blogging for individuals
- A registration facility for visitors to allow personalisation of content and registration for potential interactive services
- It should allow for a hierarchical storage arrangement of content, but with the ability to present a webpage from more than one place
- Configurable SEO
- The replacement of features as well as the provision of additional features such as e-petitions, postcode searching and interactive maps, would provide additional value.

The website must provide:

- Detailed usage statistics with the ability to exclude connections
- An integrated search engine capable of inclusive selection of other specified websites
- An A to Z of services
- Automated searching and reporting of broken hyperlinks
- A navigable site structure that more reflects the customers' views and needs for information and services
- A responsive design

The website content must meet the following standards

- All content must meet WCAG 2.0 accessibility standard to level AA
- All content must be assignable to at least one officer responsible for its maintenance
- All content must be assigned an expiry or review date

7.4 Design

7.4.1 Overall Impression

To provide a site that the Web Development Project Manager, stakeholders and the wider audience will find vibrant, visually stimulating, speedy, usable and interesting, to encourage

users to regularly visit the site and promote its benefits. It should reflect the work of Watford Borough Council and the features of local groups and the surrounding area.

The site should be the first port of call for users who want to know about Watford and what is going on in Watford.

The site should become the primary access point for customers wishing to transact with the council, providing a smooth and efficient end to end customer experience and reducing the administrative burden on council officers.

The site must be user friendly and welcoming. It should be both fun and smart, and have a clear and consistently applied corporate identity. It should be easily updated to ensure topicality and interest. In short it should reflect the quality, values and aspirations of Watford Borough Council.

7.4.2 Corporate Identity Requirements

Use of corporate colours working in conjunction with Watford Borough Council's Graphic Designer will be required for the logo but these may not dictate colours overall. The final web site design will be that which is agreed by senior management in the Council, along with the website Project Manager.

7.4.3 Homepage

The homepage needs to create a good visual impact and feature the following:

- Accessible visual styling
- Use of Watford Borough Council's logo
- Clear and concise navigation
- A search facility
- Quick access to transactional elements of the site
- Regularly changing elements to give a sense of immediacy and topicality (for example moving headlines for Organisation news releases, variable stylesheets for times of day/year, pictures and lead stories for current Organisation issues or events).
- Excessive scrolling to view the page should be avoided, but the homepage should maximise and emphasise what the site covers.

7.4.4 Accessibility & Technology

The site must be WCAG 2.0 level AA compliant and should therefore accommodate people with visual impairments, physical and learning disabilities, low literacy and those whose first language is not English.

7.4.5 Flexibility

As content will be the responsibility of Watford Borough Council to amend and update

- The site will need to be designed so that it is easy to add more sections, pages and content
- Style sheets should be easily modified
- Certain areas which require regular updating must be capable of amendment by prescribed Watford Borough Council's staff

7.5 Best Practice

There is an expectation that the site will meet or exceed transactional requirements according to SOCITM Better Connected Reports.

7.6 Hyperlinks

There should be scope to develop further links between Watford Borough Council's site and other key websites.

7.7 Content Management

The site must enable content providers to maintain their own areas within the site but provide the facility for centralised authorisation and editing through the use of full granular rights.

Content providers must have secure access to pre-defined areas within the site on which to create and upload information. Access must also be available which, whilst enabling users to post information, to not allow content to appear on the live site until it has been reviewed and authorised by one or two people who are automatically notified that information is waiting to be published. The CMS must be simple and easy to use for both the Organisation and when considering the variety of end users, without the users requiring knowledge of a programming language.

The system must enable information providers to set an information live date and end date to ensure that information is only available on the site when required.

7.8 Training

The Contractor should be able to provide training in the use of the system to authors, content designers and administrators.

7.9 Transactional Capability

The site should seamlessly integrate with Watford Borough Council's current transactional arrangements and look to improve upon them wherever possible.

The supplier should work with the council to design services that are delivered with the councils website as the primary access channel, improving service delivery and the customer journey wherever possible.

The solution should have the ability to integrate with or potentially replace the existing council CRM system (Lagan) and provide full reporting on transactions receives through online channels.

7.10 Security

Local government authorities must be in compliance with the Code of Connection (CoCo), and Good Practice Guide 13, which mandates specific IT controls for protective monitoring in order to prevent sensitive data from leaking out, Contractors are expected to be able to comply with this in their designs

7.11 Technical Requirements

- The website must comply with government e-gif and XML standards to enable easy exchange of data with other Watford Borough Council systems, other providers and the public
- The website must be database driven
- The website should use standard technology and techniques that permit the site to be easily migrated to another host system in the future.
- The website must be scalable by Watford Borough Council without outside intervention
- All pages must retain the same look and feel in all browsers and operating systems. The site should be written to support popular browsers in their most common versions
- The website should be designed so as to minimise download times
- The website must be usable with graphics turned off
- The software must be able to allow site management to constrain the information provider's use of fonts, font sizes and colours to a range of standards if required
- The website needs to be responsive and will automatically display itself in the best possible way depending on what device is viewing the website, (mobile, tablet, PC etc.)
- The ability for Watford Borough Council to create forms, and for them to be completed and submitted electronically
- Eforms should have the functionality to pass data directly to back office systems as required

7.12 Monitoring

The site must provide statistical information to allow monitoring of its usage and chosen entry points through inbuilt means or software.

7.13 Copyright and Ownership

On completion of the project, the Organisation will retain the copyright and ownership of the website and its constituent contents. The website should be portable in an effort to meet future needs of the Organisation.

Any utilities used within the website must be made available for indefinite use by the Organisation.

7.14 Support

Website support and review will need to form part of the Contractor's responsibilities.

7.15 Termination

The project will be reviewed on a regular basis and the Organisation reserves the right to impose penalties or terminate any arrangements with the chosen developer should work be unacceptable or subject to late delivery. This would include any constituent part of the web site or software issue which does not work as promised.

8 Quality Criteria

Functionality

- Details of hardware and software requirements.
- Security arrangements adopted to prevent unauthorised access or editing the content and structure of the site Implementation
- Please describe what arrangements will be made in the event that either the project is not completed or failure of any part of the site occurs.
- How you propose to migrate existing data, and your approach to data transfer between the website and the Organisation's back office systems
- Describe your training programme for authors, editors and administrators
- Project management for implementation, including a project plan with timescales
- Please detail requirements for hosting

Contract Management

- Please detail arrangements for down time, how often this will occur, and how long for (eg for upgrades) and your process for unplanned down time, including but not limited to programme failures
- Please describe your process for complaints, including escalation processes and timescales
- Describe your process for site upgrades, including timescales

Innovation

- Please describe how you stay up to date with the latest technology.
- Please demonstrate any other USP innovation that would you believe would add value to this project.

9. Evaluation

Criteria	Weighting	
Price	40%	
Functionality (which includes the look and feel)	20%	60%
Implementation	20%	
Contract Management	10%	
Innovation	10%	

9.1 Scores and Definitions

The marks are scored from 1 to 10, a scoring sheet is given below.

Score	Rating	Criteria for Assessing Score
1	Unsatisfactory / Unacceptable	Does not meet any of the requirements
2	Poor	Falls far short of meeting the requirements
3	Very Weak	Falls significantly short of meeting the requirements
4	Weak	Falls moderately short of meeting the requirements
5	Acceptable	Appears to meet requirements but some inference needed where not fully demonstrated or evidenced
6	Satisfactory	Satisfactorily meets requirements and is supported by clear evidence
7	Good	Meets requirements and will bring some added value / benefit
8	Very Good	Exceeds requirements and will bring added value / benefit
9	Outstanding	Significantly exceeds requirements and will bring significant added value/ benefit
10	Exceptional	Submission significantly exceeding requirements in all respects and will bring very significant added value / benefit

The assessment of each criteria will be based on the scoring system tabulated above. The right is reserved to exclude any bidder who scores 3 or less in any criteria. Responses from References will be considered in the assessment of the criteria.

9.2 Evaluation of Price

A Tender may be rejected if it is too high to be affordable.

A Tender may be rejected if it is too low to be credible, but only after the Tenderer has been given the opportunity to provide an explanation of the Tender or part of the Tender which the Council believes to be too low.

The Tenderer providing the lowest overall cost to the Council will be awarded maximum points for Price and other Tenderers will be awarded points on a pro-rata basis.

9.3 Quality Evaluation

The Tenderer shall provide within the Tender response Method Statements as requested.

Please note that Method Statements are essential in the evaluation of this tender,

therefore failure to submit all requested Method Statements may result in your tender being rejected.

The Quality Criteria will be scored by evaluating the suppliers Tenderers' corresponding method statement responses to the headings listed below.

Criteria	Functionality
Method Statement 1:	Details of hardware and software requirements
Method Statement 2:	Security arrangements adopted to prevent unauthorised access or editing the content and structure of the site

Criteria	Implementation
Method Statement 1:	Please describe what arrangements will be made in the event that either the project is not completed or failure of any part of the site occurs
Method Statement 2:	How you propose to migrate existing data, and your approach to data transfer between the website and the Organisation's back office systems
Method Statement 3:	Describe your training programme for authors, editors and administrators
Method Statement 4:	Please describe the project management for implementation, including a project plan with timescales
Method Statement 5:	Please detail requirements for hosting

Criteria	Contract Management
Method Statement 1:	Please detail arrangements for down time, how often this will occur, and how long for (eg for upgrades) and your process for unplanned down time, including but not limited to programme failures
Method Statement 2:	Please describe your process for complaints, including escalation processes and timescales
Method Statement 3:	Describe your process for site upgrades, including timescales

Criteria	Innovation
Method Statement 1:	Please describe how you stay up to date with the latest technology

10. Pricing Schedule and Invoicing

Bidders are required to submit a Pricing Schedule, showing a detailed breakdown of the individual costings. It must include the Schedule of hourly / daily rates for various staff to enable any additional works to be priced.

Invoicing must be quarterly in arrears and be fully inclusive of all charges and other costs

11. Timings

Item	Date
Tender submission	As shown on the portal
Supplier presentations	16, 17, 18 June 2015
Confirm selected supplier	1 July 2015
Launch of new website	Mid-December 2015

12. Supplier presentation

You should have already been sent a date to deliver your pitch – (16, 17 or 18 June 2015).

Your pitch should answer the questions at point '2'.

During your presentation please give a brief demo highlighting a key function of the system you are proposing for Watford.

For this proposal whilst you are not required to provide visual concepts, you may do so if you feel that they would enhance your presentation.