



INVITATION TO TENDER

Annex A – RN and RAF Statements of Requirement

Tender Reference: 704126450

RN and RAF Recruitment Creative Services Agency

Call-off tender via Crown Commercial Services (CCS)

Campaign Solutions 2 RM6125 – Lot 1

1. SCOPE OF REQUIREMENT

- 1.1 The Agency will act as the primary provider of creative content, creative research and quantitative tracking research for the RN/ RAF recruitment marketing campaigns for the duration of the contract (3 years + 1 year extension option, if required).
- 1.2 Included within the scope of this requirement is creative development and the production of creative assets across all campaign media channels as required by the Client.
- 1.3 RAF only - will require website management, social media and CRM support.
- 1.4 Excluded from scope:
 - a) the buying of media, the planning of strategic communications and delivery of recruiting events.
 - b) RN only – some elements of digital development will be delivered via a separate RN digital contract however this content will follow the strategic lead of the creative services agency.
 - c) RN only – some elements of social content will be delivered via a separate RN low-cost agile contract.

2. OVERALL REQUIREMENT

- 2.1 The RN and RAF require the Agency to develop creative for all Royal Navy and Royal Air Force including creative content, creative research and quantitative tracking research. The Agency will be required to produce creative for all media channels used, promote Naval Service and Royal Air Force roles in accordance with the communications strategy.
- 2.2 The creative required will flex during the Contract period, in response to operational recruiting need and overall marketing strategy. Respective websites give an idea of roles, and thus the likely campaigns that we will seek to run. Specific requirements for creative products during the course of the Contract will be dependent on the overall strategy adopted and the recruiting needs in each year.
- 2.3 The Agency will be required to engage and deliver with existing suppliers in relation to media buying, communications planning, digital, events and printing.

3. THE ROYAL NAVY REQUIREMENT

3.1 The Task

- 3.1.1 Achieve circa 5,000 entrants. This target is subject to change throughout the life of the Contract. Each campaign will have specific expression of interest, application and entrant targets.

3.1.2 The RN marketing team seeks to deliver sufficient numbers of applications to meet the recruitment targets, by:

- a) Creating awareness of the career opportunities available across all branches of the Royal Navy;
- b) Converting awareness to interest, and interest to applications, by engaging and motivating the Client's audiences;
- c) Providing the marketing support, guidance and assets necessary to allow the specialist recruiters and Regional Field Force to recruit.

3.2 Audiences

3.2.1 The main target audience is currently defined as 16-24 year olds with gate keepers and influencers as a secondary target.

3.2.2 The eligible audience is men and women from 16 years up. The upper age limits vary according to specialisation (Royal Fleet Auxiliary (RFA) impose no upper age limit) and includes several niche audiences, engineer officers, doctors, dentists, nurses, environmental health specialists, musicians and chaplains. In general, to maximise use of resources, the Marketing Team targets the 16-24 age group, with attitudinal and behavioural segments prioritised within this demographic.

4. The Royal Air Force Requirement

4.1 The Task

4.1.1 In order to achieve in year recruitment targets RAF require approximately 30,000 qualifying initial registrations to secure circa 3,500 recruits. This equates to an overall conversion ratio of around 10:1 (although RAF are keen to find ways to reduce this ratio). This target is subject to change throughout the life of the Contract

4.2 Overall Strategy

4.2.1 The RAF marketing team exists to support the RAF with the underpinning infrastructure and tools to carry out the process of its 'attract, engage and convert' recruitment model. This essential activity will ensure the enlisting of sufficient numbers of high-quality young people and Reserves to meet operational demands.

4.2.2 The RAF runs an 'always on' marketing approach, supplemented by spikes of "surge" activity at high "recruitment opportunity" times of year such as Jul-Sept (exam results) and Jan-Feb ("New Year, new me"). Like the RN, the RAF uses a range of integrated channels to drive awareness and engage potential recruits.

4.3 Audiences

4.3.1 Core recruiting operations target 16—24-year-olds who are considering future career options, and pre-eligible groups within education. The audience is necessarily diverse, as the Services seek to attract the best available talent, regardless of gender, ethnicity, religion or sexual orientation.

4.3.2 The target audience for the RAF Reserves is older than that of Regulars. The core age bracket for a Reservist is 25-44 but the Client recruits up to 55 years.

4.4 Social Media and website management

4.4.1 The RAF require the Agency to provide digital support encompassing day to day maintenance of its official website and social media sites, complying with all relevant Government policies and rules. The Royal Navy has already appointed a digital agency to provide this service.

5. KEY MILESTONES

5.1 The Agency should note the following project milestones:

Milestone	Description	Timeframe
1	An Account Director is to be nominated as the main Point of Contact (POC)	Within one week of award of Contract
2	Kick off meeting	Within 2 weeks of award of Contract
3	All agency introduction meetings Separate ones for RN and RAF	Within 4 weeks of award of Contract
4	Overview all current creative in use to provide a foundation for future creative development across all Royal Navy and Royal Air Force Roles	Within 10 weeks of award of Contract
5	Within 7 weeks complete onboarding with regards to the specific challenges for the recruiting year. This will be provided by the Client	Within 7 weeks of award of Contract

6. CLIENT'S RESPONSIBILITIES

- 6.1 The Client will oversee Agency cooperation to ensure an integrated, collaborative approach is maintained. Any uncertainties, concerns or disputes regarding Agency cooperation will be mediated by the Client.

7. REPORTING

- 7.1 For the purposes of Contract monitoring, representatives from the Agency will report monthly to the Designated Officer(s) (RN&RAF) on the performance of the Contract. The Agency must provide the agenda and report at least 5 working days before each meeting.
- 7.2 The RAF and RN require separate monthly performance meetings depending on each Service's Battle Rhythm.
- 7.3 The monthly performance meetings will be held either face-to-face or via teleconference in agreement with the Agency and Client. Agency shall be able to provide the designated Agency officer(s) with this information, as needed.
- 7.4 The Agency is required to attend quarterly review meetings with the Client. The time and place will be agreed quarterly between the Client and Agency.

8. VOLUMES

- 8.1 The requirement is for a call off Contract and therefore volumes cannot be guaranteed. The volume of work is dependent on:
- a) Creative required in the campaign laydowns
 - b) Creative scheduled in the 5-year plan.
 - c) Bespoke creative as required.

9. CONTINUOUS IMPROVEMENT

- 9.1 The Agency will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Agency should present new ways of working to the Client during Quarterly Contract review meetings.
- 9.3 Changes to the way in which the Services are to be delivered must be brought to the Client's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

- 10.1 Creative concept is normally required to remain extant for between 3-5 years; Broadcast media 3 years and Out of Home/Digitalis/Print as required, but generally aligned to the creative concept.

11. STAFF AND CUSTOMER SERVICE

- 11.1 The Client requires the Agency to provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service to all Parties.
- 11.2 Agency staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract.
- 11.3 The Agency shall ensure that staff understand the Clients' vision and objectives and will provide excellent customer service to the Client throughout the duration of the Contract.
- 11.4 The RN and RAF seek to sustain their reputations as significant UK employers and as a career of choice capable of attracting the brightest young talent at all levels. The recruiting operation provides, for many, their first ever contact with Service personnel and therefore it is vital that this contact is conducted professionally and in line with the highest standards of customer service.

12. SERVICE LEVELS AND PERFORMANCE

12.1 The Client will measure the quality of the Agency's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Account Management	Delivery of the Agenda and Report at least 5 working days before the monthly Contract management meeting as dictated by the Battle Rhythm.	98%
2	Account Management	Attendance at quarterly reviews	98%
3	Account Management	Respond with resolutions to any issues or complaints within 5 working days.	98%
4	Service Delivery	Presentation of the creative approach and budget within the agreement upon timescales after agreement any strategy.	95%

12.2 SLA's will be mutually agreed on a project-by-project basis.

12.3 Where the Authority identifies poor performance (4 consecutive failures in the space of any 6-month period) against the KPIs 1 - 4 the Agency shall be required to attend a performance review meeting. The performance review meeting shall be at an agreed time no later than 5 working days from the date of notification.

12.4 The Agency shall be required to provide a full incident report which describes the issues and identifies the causes. The Agency will also be required to prepare a full and robust 'Service Improvement Action Plan' which sets out its proposals to remedy the service failure. The Service Improvement Plan shall be subject to amendment following the performance review meeting and agreed by both parties prior to implementation.

12.5 The Client agrees to work with the Agency to resolve service failure issues. However, it will remain the Agency's sole responsibility to resolve any service failure issues.

12.6 Where the Agency fails to provide a Service Improvement Plan or fails to deliver the agreed Service Improvement Plan to the required standard, the Client

reserves the right to seek early termination of the Contract in accordance with the procedures set out in Appendix C - Terms and Conditions.

- 12.7 In the event of termination, the Agency shall, within three (3) Months after the Call Off Commencement Date, deliver to the Client for Approval a draft of a plan which sets out the Agency's proposed methodology for achieving orderly transition of the provision of the Services from the Agency to the Client and/or the Replacement Agency on the Call Off Expiry Date or date of termination of this Call Off Contract (the "Exit Plan").
- 12.8 Within thirty (30) Working Days after submission of the draft Exit Plan (or any revised Exit Plan if the Client does not approve the draft Exit Plan) the Parties will use their reasonable endeavours to agree its content and if they are unable to reach agreement then the dispute shall be referred to the Dispute Resolution Procedure.

13. SECURITY REQUIREMENTS

- 13.1 The Agency must comply with General Data Protection Regulation (GDPR). All personal data gathered by agencies must be handled in accordance with these regulations. Further security checks maybe carried out at specific military beechen attending Military bases/installations Agency staff may be subject to individual security checks to allow entry.
- 13.2 All info provided as part of this contract remains confidential between the Client and the agency.

14. INTELLECTUAL PROPERTY RIGHTS (IPR)

- 14.1 All Copyright and Intellectual Property conferred in the United Kingdom and throughout the World relating to advertising campaigns arising out of the Contract

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will remain with, or be assigned to, the Client, upon payment of the Contract price as per RM6125 Campaign Solutions terms and conditions,

15. PAYMENT

- 15.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 15.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs
- 15.3 Expenditure on the contract will be monitored by Navy Commercial in conjunction with the Client on a regular basis.
- 15.4 Payment will be made through the MoD mandated payment Contracting, Purchasing and Finance (CP&F) via the Exostar platform

16. LOCATION

- 16.1 The Services will be carried out at the offices of the Agency.
- 16.2 Additionally, the Services may need to be delivered in various locations across the UK, primarily London (MOD HQ) Head of Recruitment and Attraction HQ in Portsmouth (for the RN) and RAF Cranwell, near Sleaford (for the RAF). Other locations may be involved at the discretion of the Client, such as the Royal Marines Commando Training Centre at Lympstone, Devon, and may potentially include filming of wherever they may be located.

17. DEFINITIONS

- 17.1 For the purposes of the SOR, references to the Authority relates to the MoD as a whole, the Client refers to the RN or RAF marketing departments.

Expression or Acronym	Definition
CA	Careers Advisors
CP&F	The Ministry of Defence's electronic payment system
MoD	The Ministry of Defence

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RN	The Royal Navy (RN) Which includes Ratings, Officers, Royal Navy Reserves (RNR), the Royal Marines (RM), Royal Marines Reserves (RMR), the Royal Marines Band Service (RMBS) & the Royal Fleet Auxiliary (RFA).
RMOS	Royal Marines Officer Selection Course
ROP	Recruit Orientation Phase
PRNC	Pre-Royal Navy Course
RAF	Royal Air Force (RAF) Which includes: Officers, Other Ranks, RAF Reserves and Rejoiners
DDC	Director Defence Communications
RFA	Royal Fleet Auxiliary
RM	Royal Marines
RMBS	Royal Marines Band Service
RMOR	Royal Marines other ranks
RMR	Royal Marines Reserves
RN	Royal Navy
RNR	Royal Navy Reserves