

Invitation to Tender for Frontline Digital Marketing & Social Media Campaign Management

Date of Tender: 1st August 2019

The Frontline Organisation is a registered charity with charity registration number 1163194.
Company registration number: 09605966 (registered in England and Wales as a company
limited by guarantee).

Registered office: 41 Brunswick Square, London, WC1N 1AZ© 2019

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PART 1 – Information for Bidders

1. Notes for Bidders - Frontline's Requirements

- 1.1 Frontline is a charity with a mission to transform the lives of vulnerable children by recruiting and developing outstanding individuals to be leaders in social work and broader society. We are working towards this through the Frontline and Firstline programmes, and by building a movement of leaders in and outside of social work as part of our Fellowship.
- 1.2 Frontline is now seeking a single Facebook or Google accredited supplier to work with us on delivering and monitoring a targeted digital marketing strategy with particular focus across our social media channels to drive applications to our leadership development programme and undergraduate opportunities.
- 1.3 This document constitutes an Invitation to Tender (ITT) for the contract and outlines the broad specification and requirements. We invite interested and suitably equipped organisations to present their proposals, in accordance with the requirements set out in this ITT. Please note consortia may not bid for this contract.
- 1.4 All interested bidders must complete all of Part 2 of this ITT. Part 2 includes basic information questions (Part 2A), qualification questions including on financial standing (Part 2B) and bidder response (Part 2C). Frontline may choose to exclude any bidder that answers “Yes” to any question in the Mandatory Exclusion or Professional and Business Standing questionnaires (Part 2B), and reserves the right to eliminate bidders unable to provide sufficient evidence of financial standing.
- 1.5 The detailed requirements of the goods and services Frontline require are set out below:

Frontline has experienced significant growth since being established in 2013. The 2019 cohort has 393 participants (up from 300 in 2018), and for 2020 the target will increase by 15% to 452. This growth requires a significant increase in volume of submitted applications. For 2020 cohort recruitment, we will be opening applications from September to December, and then reopening for a shorter window in February with specific regional targets.

We recruit both undergraduates and career changers (those 5+ years out of university) to work within select local authorities in the UK. The regions we operate within are Greater London, North East, North West, Midlands, South West, with some others. Historically, hard to fill locations have included Essex, Newbury, Hertfordshire, Shrewsbury, Telford & Redcar. We will share the areas of greatest need with the chosen supplier so that the social media campaign can be focused on building the brand and recruiting local talent (through geo-targeting).

Our targets are focused on recruiting participants to fill regional local authority demand alongside raising brand awareness and changing perceptions of social work.

Our challenge is to overcome some of the most common misconceptions about social work, generate appeal and pipelines of participants in specific regions. We need to cut through the noise of the graduate recruitment market reaching new audiences., including those who have never considered social work as a career.

Since Frontline was founded in 2013, we have adopted several different marketing approaches, with the External Relations and Recruitment teams working collaboratively on the following digital marketing activity;

- Online advertising
- Graduate specific jobs boards, regional publications and publications targeted at different demographics.
- Online and offline content placement
- Social media advertising and campaigns - LinkedIn, Instagram, Facebook and Twitter
 - We have run paid ads across Facebook, Instagram and LinkedIn, as well as google AdWords campaigns. The most successful of these have been on Instagram and google, with much lower engagement and conversion levels on Facebook and LinkedIn.
- Programmatic advertising- we worked with an agency previously to run a programmatic campaign targeting specific regions we're interested in with limited success in conversion in key regions. N.B. We do not want to a programmatic campaign this year.
- Online media ad tracking to monitor ROI. We want to continue to develop our targeted and data driven approach to digital marketing.

We are currently working with a creative agency on a new marketing campaign, including creative concepts, collateral, photography and some content. The External Relations team will work with the marketing agency to generate content for our social channels.

1.5.1 Overall digital marketing objectives

- i. Increase brand awareness of Frontline to help drive applications for the Leadership Development Programme. We need to receive 5200 applications and make 590 offers to achieve a target of 452 hires.
- ii. Target and attract underrepresented groups both within the social work profession and in our existing cohorts. We specifically need to increase the number of the following groups for 2020:
 - Males- 25+% for 2020 cohort
 - BAME- 18+% for 2020 cohort.
 - Russell Group students
 - Regionally based candidates. Historically, hard to fill locations have included Essex, Newbury, Hertfordshire, Shrewsbury, Telford & Redcar (Geo- targetting)
- iii. Increase brand reach and engagement levels on our key social media channels (Facebook, Instagram & LinkedIn).
- iv. Increase conversion rates for key goals, including:
 - Application numbers
 - Website visits
 - Newsletter sign-ups
 - Event sign-ups
- v. Track, monitor and evaluate activity, adjusting activity and approach accordingly.

1.5.2 Key requirements

- i. Set up and manage social media strategy, including (but not limited to) audience segmentation, micro-targeting, split testing, key word analysis, paid advertising,

content promotion, content analysis and content schedule management (excluding content creation).

- ii. Define and implement a micro- targeting strategy on Facebook and/ or Google to increase reach to key audience segments (eg. regions and under-represented groups).
- iii. Monitor campaign success and update accordingly, suggesting required adjustments and content, including creating tracking links for all online media to enable measurement of ROI.
- iv. Track leads generated and feed into broader user journey, eg website engagement.
- v. Work with the External Relations team to identify content needs.

1.5.3 Potential further elements

- i. We are open to suggestions on enhancements to the websites that would fit in with the campaign. Specifically, those that would make the leadership development programme more attractive to different segment groups.
- ii. Suggest additional platforms and methods of increasing brand awareness and reach among target segments.

1.5.4 Challenges to address

- i. We operate in a competitive graduate market with several other public sector organisations targeting similar students. Key competitors include: Teach First, Unlocked, Police Now, Think Ahead and the Civil Service.
- ii. Our applications are open for approximately 12 weeks (a relatively short application window compared to other graduate employers) in a busy Milkround period from September – November. During this period, we expect most applications to be submitted and processed, and would expect flexibility of the social media campaign and targeting to deliver us applications from regions we are real-time tracking as needing an uplift. The shorter February window would be to top up applications from areas we need a further uplift within.
- iii. Increasingly regional recruitment means we need to attract applicants who want to work in a very diverse mix of areas.
- iv. Increase brand awareness to ensure pipeline of numbers application to the programme particularly in a year of growth.
- v. Data driven decision and reactive marketing- using our tracking and data to make the best decision and change our approaches mid-recruitment window.

1.5.5 Additional comments

- i. We have a new marketing campaign, recently refreshed images and a range of content which has already been produced in-house (including posters, social banners, case studies, videos, film, brochure etc).
- ii. Frontline are a top 50 graduate employer in The Times Top 100 rankings.
- iii. There is an in-house External Relations team who have content and design expertise.
- iv. We have data that shows previous successes and development areas for our current digital marketing.

1.5.6 Timeframes

- i. The digital campaign will need to be finalised as soon as possible to coincide with our application window from September to December. The campaign will run for one year

(with the possibility to extend subject to our discretion) to cover the recruitment priorities below.

- September – c.2 December 2019: Leadership Development Programme (2020 cohort)
- January – February 2020: The Times Top 100 survey
- March – May 2020: Undergraduate opportunities (including Brand Managers, Insight Days and Internship vacancies)
- June - August 2020: Brand awareness and pipelining for the next year's cohort.

1.5.7 Costs

We are looking to work on a split performance-based / variable model. We expect the performance - based proportion of the cost to represent 50% of the total cost. Performance will be measured based on leads and conversions (CPA), to be decided throughout the bidding process and on selection. Variable costs will include any management, monitoring etc. services provided.

We request that bidders include their proposed costings, including a cost breakdown showing what proportion of spend will be allocated towards each component of a digital campaign. For example, account management, tracking, campaign development.

As a charity, we are mindful of our obligation to use the money we receive in the most cost-effective way and expect that any bids received will show an awareness of that obligation.

As guidance, last year recruitment season we spent c.£30k in total on tracking advertising converting to applications submitted (via an agency) and on social media advertising (project managed inhouse). This resulted in 513 offers made and 393 hires.

We will be looking for responses to the brief that will estimate the cost of this project will fall within a budget range of £30,000 - £40,000 (inc VAT).

2. About Frontline

- 2.1 Social workers play a pivotal role in the lives of the vulnerable children and families they support. With almost 500,000 children in England receiving support from social workers, there is an urgent need for the very best life-changing professionals. Frontline is a social work charity, funded by the Department for Education, developing high potential individuals to be outstanding social workers and leaders.
- 2.2 Our work focusses on developing the practice and leadership of newly qualified social workers and first line managers and supporting those alumni who have completed our programmes (who we refer to as Fellows) to have long-term impact. We have an ambitious plan for 2020 that will see us working across England, improving our programmes and supporting 1,500 Fellows. We believe this focus on growth and quality will contribute to a tipping point in improved social work practice and leadership by the end of this decade. In achieving this ambitious plan, meaningful change will be brought about for the most vulnerable children and families.
- 2.3 Frontline delivers its mission through three key strands: the Frontline Programme; the Firstline Programme and the Fellowship.
- 2.4 **Frontline programme:** A two-year programme that develops high potential graduates and career changers into outstanding qualified children's social workers. Frontline currently works with local authorities to place these Participants in Greater London and the South East, North West, North East and West Midlands.

The Frontline programme spans 26 months, running from the Summer Institute (July of joining year) to programme graduation (September of year of graduation). In their first year, Frontline Participants are placed in partner local authorities within a 'Participant Unit'. In this Unit of four, Participants continue their learning through co-working a caseload with an experienced practitioner known as a 'Consultant Social Worker' (CSW). They also have further taught input through attendance at taught Recall Days. The curriculum includes a focus on specific practice models, namely Systemic Practice, Motivational Interviewing and Parenting Interventions. At the end of their first year, Participants receive a Postgraduate Diploma qualification that allows them to apply to register as social workers.

During their second year on the programme, Participants are employed in children's services teams within their hosting Local Authority ('LA'), work towards a Master's degree in social work, and continue with the leadership programme by working with a qualified coach.

Since summer 2017, Frontline has been the education provider and it is approved by the Health and Care Professions Council to do so. The Frontline programme has been running for five cohorts. In July 2018, 341 Participants started the programme and we are planning for 452 starting each year thereafter. Attendance at the Summer Institute is compulsory and marks the official start of the programme.

- 2.5 **Firstline programme:** The Firstline programme supports social work managers to develop the skills they need to be outstanding leaders. The Firstline programme spans

approximately ten months and consists of three two-day residential modules, six two hour 1-1 meetings with a Leadership Development Advisor, and four practice development sessions with other Firstline Leaders in their local authorities. Programme Participants (hereafter referred to as Firstline Leaders) also have a development focus throughout the programme, giving them an opportunity to apply learning from the programme in a tangible way and do something differently in their local authority.

In order to provide greater support to those completing these two programmes to effect positive change in the social work system, we launched the Frontline Fellowship in October 2016.

- 2.6 Frontline Fellowship:** The Frontline Fellowship is a network of alumni who have completed one of our programmes and who are working together to improve life outcomes for vulnerable children and families. It includes all Participants who have completed the Frontline programme, [Consultant Social Workers](#) who have completed two years in role and social work managers who have completed the [Firstline](#) programme. The [Fellowship](#) supports the impact of Frontline Fellows in the areas of practice, policy and innovation.

3 Tender evaluation criteria

- 3.1 This section explains the criteria we will use for evaluating the bidder responses. Our evaluation process will be based on the structure shown in the table below, which sets out our high-level evaluation criteria, scorings and corresponding weightings.
- 3.2 The Evaluation Panel reserves the right to eliminate any bidder scoring a mark of 0 (zero) or 1 (one) in any single question – financial or otherwise – if they believe this renders the overall proposal unacceptable.
- 3.3 Submitted tenders will be evaluated using the defined criteria. The highest scoring tenders will be selected to proceed to the bidder's pitch stage.
- 3.4 Tenders will be re-evaluated using the same criteria following the bidder's pitch.

Description	Scoring	Weighting (%)
Demonstrate how you will reach our target audiences, increase brand awareness, engagement and conversion.	.../10	50
Credibility and proven current expertise in digital marketing campaign Management and tracking, whilst working effectively with an in house communications team.	.../10	30
Costs	.../10	15
Additional benefits offered	.../10	5
Total		100

- 3.5 For all the questions except the cost criterion, your response will be marked as follows:

Score	Description
5	An excellent answer, indicating a response to this question that fully meets Frontline's needs and requirements with no weaknesses or issues.
4	A good answer, indicating a response to this question that generally meets Frontline's needs and requirements, with only very minor weaknesses or issues.
3	A satisfactory answer, indicating a response to this question that meets Frontline's basic needs and requirements but which demonstrates tangible weaknesses or requires some minor compromises from Frontline.
2	A poor answer, indicating a response to this question that fails to meet some of Frontline's basic needs and requirements, and which demonstrates significant weaknesses or requires major compromises from Frontline.
1	A very poor answer, indicating a response to the question that fails to meet the very basic needs and requirements of Frontline, or requires an unacceptable compromise.
0	No answer or totally irrelevant response.

3.6 The cost evaluation criteria will be scored in the following way:

We require all bidders to provide a detailed breakdown of estimated costs for the campaign. Bidders will be scored out of 10 based on the total cost.

- A total cost up to or above £40,000 will score zero points.
- A total cost of £30,000 will score 10 points
- Everything in between will be marked on that linear scale.

4 Tender Process and Timetable

Action	Date
Launch of Invitation to Bid (ITB)	1 st August
Tender submission deadline	5pm 9th August
Frontline evaluation of bids from interested suppliers	
Notification of bidders invited to pitch	5pm 13 th August
Bidders pitch	20 th & 21 st August
Notification of successful bidder	5pm 28 th August
Sign contracts	4 th September

4.1 Instructions on submitting proposals

Bids should be submitted via email to Ellie Fletcher Ellie.Fletcher@thefrontline.org.uk by **9th August 2019 – 5pm.**

4.2 Bidders pitch

Shortlisted bidders will be asked to present their proposals to Frontline in person on 20th / 21st August 2019. Frontline will expect to see how ideas included in the tender response will achieve the specified goals and number of qualified leads. Frontline will also use the bidders pitch to ask any clarifying questions about the bidder's proposal and tender submission.

4.3 We will announce the successful bidder by 28th August 2019 and sign contracts a week later (4th September).

4.4 Following a discovery and strategy meeting, we require a campaign activity to go live by 27th September 2019.

All enquiries, questions and tender submissions should be addressed to: Ellie Fletcher Ellie.Fletcher@thefrontline.org.uk

5 Conditions of tendering

5.1 Frontline reserves the right to withdraw this tender at any time and may choose not to award a contract as a result of this process. In any event, Frontline will not be liable for any costs incurred by bidders in the preparation or submission of tenders, nor those which arise from attending Bidder's day or interviews as part of the process.

- i. Successful tenders will be expected to enter into a formal contract with Frontline.
- ii. The onus is on the tenderer to ensure their offer is complete and meets Frontline's requirements. Please therefore ensure you read this document carefully and answer fully all questions asked

5.2 Modification

Frontline may modify this ITT at any time prior to the deadline for receipt of tenders. To allow time for such an amendment to be taken into account, Frontline may, at its discretion, extend the deadline for receipt of tenders.

5.3 Confidentiality

- i. This ITT is made available on the condition that its contents (including the fact that a bidder has received the ITT) are kept confidential by the bidder, and that it is not copied, reproduced, distributed or passed on to any other person at any time except for the purpose of enabling the bidder to submit a proposal.
- ii. The bidders will ensure that all third parties to whom disclosure is made shall keep any information, materials, specifications or other documents confidential and not disclose them to any other third party except as set out above.
- iii. Frontline will treat all bidders' responses as confidential to it and its advisors during the procurement process. Frontline may use any information within a bidder's response to tender for any reasonable purpose connected with this ITT.
- iv. Bidders are not permitted to disclose or communicate their bid content or cost with competitors prior to submission of the tender documents.
- v. Any information shared in connection with this tender process is strictly private and confidential to Frontline and is being provided to you in confidence. It may not be used by you for any purpose other than the submission of a bid under this tender and must not be copied, reproduced or shared any further (either externally with a third party or internally within your organisation, save as strictly required for the above purposes). We make no representations or guarantees about the accuracy or completeness of this information; and we accept no liability for it. The copyright in it is owned by Frontline.

5.4 Publicity

No publicity regarding the award of any contract will be permitted unless and until Frontline has given express written consent to the successful bidder.

Appendix 1

A.1. Target audience

Frontline target audience is undergraduates and final year students, fresh graduates and first bouncers, career builders and career changers who meet our [eligibility requirements](#). See 'Segmentation of peer groups' below for further details.

<i>Undergraduates and Final Year students (age 18 – 22):</i>
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Reach – where we'll 'find' them:

1. University campus activities
2. Advertising packages with main student jobs sites
3. Word of mouth: Friend, family
4. University careers services
5. Internet search for social work
6. Social media
7. Civil Service Fast Stream

Messages – and their personal motivations:

- **First job** - Final year students looking for their first job from University or travel
- **Re-assurance** - Need re-assurance that they will be able to cope with the demands of the programme/role
- **Free training and Master's** – would like to gain free training and a Master's
- **Always wanted to be a Social Worker** – Frontline makes it appealing through its training model and 'OK'
- **Challenge** – would like a challenge and are attracted to 'achieving something others can't/won't'
- **Rewarding career** – wish to have a career that is rewarding and 'gives back'
- **Fast-track to leadership** – what they perceive all employers are looking for. The best professional development
- **On-the job training** – want a job that allows them to learn by doing
- **Desire to help others** – may have faced personal adversity in their lives, and wish to help others to develop in troubling times

Fresh graduates and 'first bouncers' (age 23 – 25)

Where we'll 'find' them:

1. University campus activities (legacy work from when they were at university)
2. Word of mouth: Friend, family, university alumni networks
3. Advertising packages with main student jobs sites
4. Internet search for social work (need to differentiate to include leadership and helping children and families)
5. Social media
6. Localised presentation evenings/ events for graduates

Messages – and their personal motivations:

- **'First bouncers'** - Bored or disillusioned with their first job
- **Free Master's** – would like to gain a master's or miss the challenge/joy of learning
- **Building skills** – wishing to build a range of new skills on top of those they have already developed
- **Challenge** – bored or disillusioned with their first job and want a challenge
- **Rewarding career** – bored or disillusioned with their first job and want to do something rewarding
- **On-the-job training** - want a job that allows them to learn by doing and to use their existing skills fully
- **Always wanted to be a Social Worker** – Frontline makes it appealing

Career builders (age 26 – 29)

How we will reach them:

1. Word of mouth: Friend, colleague
2. Internet search for social work
3. Advertising package on leading jobs sites
4. Social media

5. Localised presentation evenings/ events for graduates
6. Press articles

Messages – and their personal motivations:

- **‘Bored of the same old’** – have tried a few jobs and want to finally now take a job that gives back
- **Fresh challenge** – wish to learn a new set of skills and face a fresh challenge they don’t have in their existing/previous jobs
- **Dissatisfied / Un-fulfilled** – their ‘dream job’ wasn’t what they thought it would be
- **‘Frontline makes it OK to be a social worker’** – those who always wanted to be a social worker, but turned away from it as it wasn’t highly regarded or respected
- **Before it’s ‘not too late’** – Looking to commit to a career as a social worker as they feel this is their ‘last chance’ to change jobs
- **Utilise experience from elsewhere** – apply their existing skills to help those who need it most
- **No experience required for Master’s** – able to obtain a Master’s in social work, with no prior experience

Career changers (age 30+)

How we will reach them:

1. Word of mouth: Friend, colleague
2. Internet search for social work
3. Advertising packages with leading jobs sites
4. Localised presentation evenings/ events for graduates
5. Social media
6. Radio features
7. Press articles

Messages – and their personal motivations:

- **Require to have absolute certainty in their decision** – they need to be sure of their decision to change career
- **Concerns over money** – concerns over meeting existing financial commitments
- **Concerns over placement region** – fixed location due to mortgage or family commitments
- **Free training** – helps to ease concerns over larger financial commitments they already have

PART 2 – Supplier Information and Proposal - TO BE COMPLETED BY BIDDERS

Part 2A – Basic information

A.1.1 All suppliers wishing to bid for this tender must fill out the questions below but this section will not be scored.

A.	BASIC DETAILS OF YOUR ORGANISATION		
A.1	Name of the organisation:		
A.2	Contact name:		
A.3	Job title:		
A.4	Company address: Post code:		
A.5	Telephone number:		
A.6	E-mail address:		
A.7	Website address:		
A.8	Company Registration number (if this applies):		
A.9	Charities or Housing Association or other Registration number (if this applies). Please specify registering body:		
A.10	Date of Registration: (if this applies)		
A.11	Registered address if different from the above: Post code:		
A.12	Are you registered for VAT? If so, please provide Registration number:		
A.13	Is your organisation:	i) a public limited company?	
		ii) a limited company?	
		iii) a partnership	
		iv) other (please specify)	
A.14 b	Are you acting as the lead organisation for a consortium? (Please note that consortia may not bid for this tender)	Yes / No	
A.14	Name of (ultimate) parent company (if this applies):		
A.15	Companies House Registration number of parent company (if this applies):		

B.	I declare that to the best of my knowledge the answers submitted in these qualification questions are correct. I understand that the information will be used in the process to assess my organisation's suitability to be invited to tender for Frontline's requirements. I understand that Frontline may reject any bidder who fails to answer all relevant questions fully, or if a bidder provides false/misleading information.	
	FORM COMPLETED BY	
B.1	Name:	
B.2	Job title:	
B.3	Date:	
B.4	Telephone number:	
B.5	Signature:	

Part 2B - Qualification questionnaires

All suppliers wishing to bid for this tender must fill out the 'qualification' questions below.

D. All suppliers wishing to bid for this tender must complete the questions below. A positive answer to any of the questions below will result in exclusion from the tender, unless Frontline concludes in its discretion that there are over-riding requirements in the general interest which justify not doing so (in relation to the particular economic operator concerned).

C.	MANDATORY EXCLUSION CRITERIA	
	Has your organisation, or (any of) the director(s) or other persons with powers of representation, decision or control of the organisation(s) ever been convicted of any of the following offences:	
C.1	Conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA;	Yes / No
C.2	Corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906;	Yes / No
C.3	the offence of bribery, where the offence relates to active corruption;	Yes / No
C.4	Bribery within the meaning of section 1 or 6 of the Bribery Act 2010;	Yes / No
C.5	Fraud, where the offence relates to fraud affecting the European Communities as defined by Article 1 of the Convention on the protection of the financial interests of the European Union, within the meaning of: (i) the offence of cheating the Revenue; (ii) the offence of conspiracy to defraud; (iii) fraud or theft within the meaning of the Theft Act 1968, the Theft Act (Northern Ireland) 1969, the Theft Act 1978 or the Theft (Northern Ireland) Order 1978; (iv) fraudulent trading within the meaning of section 458 of the Companies Act 1985, article 451 of the Companies (Northern Ireland) Order 1986 or section 993 of the Companies Act 2006; (v) fraudulent evasion within the meaning of section 170 of the Customs and Excise Management Act 1979 or section 72 of the Value Added Tax Act 1994; (vi) an offence in connection with taxation in the European Community within the meaning of section 71 of the Criminal Justice Act 1993; (vii) destroying, defacing or concealing of documents or procuring the extension of a valuable security within the meaning of section 20 of the Theft Act 1968 or section 19 of the Theft Act (Northern Ireland) 1969; (viii) fraud within the meaning of section 2, 3 or 4 of the Fraud Act 2006; or (ix) making, adapting, supplying or offering to supply articles for use in frauds within the meaning of section 7 of the Fraud Act 2006;	Yes / No
C.6	Money laundering within the meaning of section 340(11) of the Proceeds of Crime Act 2002;	Yes / No
C.7	An offence in connection with the proceeds of criminal conduct within the meaning of section 93A, 93B or 93C of the Criminal Justice Act 1988 or article 45, 46 or 47 of the Proceeds of Crime (Northern Ireland) Order 1996;	Yes / No

C.8	an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994;	Yes / No
C.9	participation in a criminal organisation, as defined in Article 2(1) of Council Joint Action 98/733/JHA;	Yes / No
C.10	corruption, as defined in Article 3 of the Council Act of 26 May 1997 and Article 3(1) of Council Joint Action 98/742/JHA respectively;	Yes / No
C.11	fraud within the meaning of Article 1 of the Convention relating to the protection of the financial interests of the European Communities;	Yes / No
C.12	money laundering, as defined in Article 1 of Council Directive 91/308/EEC of 10 June 1991 on prevention of the use of the financial system for the purpose of money laundering.	Yes / No
C.13	If the answer to any of these is "Yes" please give brief details below, including any reasons why Frontline should consider not excluding your organisation.	

E. All suppliers wishing to bid for this tender must complete the questions below. Frontline may choose to exclude any operator that answers "Yes" to any of the questions below.

D.	PROFESSIONAL AND BUSINESS STANDING	
	Do any of the following apply to your organisation, or to (any of) the director(s) / partners / proprietor(s) of the organisation(s)?	
D.1	Bankruptcy, insolvency, compulsory winding up, receivership, composition with creditors, or subject to relevant proceedings;	Yes / No
D.2	A conviction (or convictions) for a criminal offence related to business or professional conduct;	Yes / No
D.3	Legal or administrative finding of commission of an act of grave misconduct in the course of business;	Yes / No
D.4	Failure to fulfil obligations related to payment of social security contributions;	Yes / No
D.5	Failure to fulfil obligations related to the payment of taxes;	Yes / No
D.6	Failure to provide information required or providing inaccurate/misleading information when participating in a procurement exercise;	Yes / No
D.7	Failure to obtain and maintain relevant licences or membership of an appropriate trading or professional organisation where required by law.	Yes / No

D.8	In the last three years, has any finding of unlawful discrimination been made against your organisation by an Employment Tribunal, an Employment Appeal Tribunal or any other court (or in comparable proceedings in any jurisdiction other than the UK)?	Yes / No
D.9	In the last three years, has your organisation had a complaint upheld following an investigation by the Equality and Human Rights Commission or its predecessors (or a comparable body in any jurisdiction other than the UK), on grounds of alleged unlawful discrimination?	Yes / No
D.10	Has your organisation been convicted of breaching environmental legislation, or had any notice served upon it, in the last three years by any environmental regulator or authority (including local authority)?	Yes / No
D.11	<p>If the answer to any of these is "Yes" please give brief details below, including what has been done to address failings.</p> <p>If you have answered "Yes" to D8 or D9, please provide, as a separate Appendix, a summary of the nature of the investigation and an explanation of the outcome of the investigation to date. If the investigation upheld the complaint against your organisation, please use the Appendix to explain what action (if any) you have taken to prevent unlawful discrimination from reoccurring.</p> <p>If you have answered "Yes" to D10, please provide details in a separate Appendix of the conviction or notice and details of any remedial action or changes you have made as a result of conviction or notices served.</p>	

F. The panel reserves the right to eliminate bidders unable to provide sufficient evidence of financial standing.

E. FINANCIAL INFORMATION			
E.1	What was your turnover in each of the last two financial years?	£..... for year ended --/--	£..... for year ended --/--
E.2	Please provide a copy of the following. Should you be unable to provide a copy of the following, please explain why, and what alternative supplementary evidence you could provide:		
	A copy of your audited accounts for the most recent two years (if this applies)	Reason if unable	
	A forecast of your profit and loss account or equivalent for your current year of trading and your current balance sheet position.	Reason if unable	
E.3	If requested, would you be able to provide a banker's reference?	Yes / No	
E.4	Please describe briefly below your organisation's approach to paying the living wage to your staff and how your staff's working hours comply with national laws and industry standards. (Max 200 words)		
E.5	Please self-certify that your organisation has a Health and Safety Policy that complies with current legislative requirements.	Yes / No	

E.6	Please confirm that you will have all appropriate insurance policies in place required to deliver this contract:	Yes / No
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F.	EXPERIENCE AND REFERENCES		
	Please provide details of two contracts or projects (public or private) in the last three years that are relevant to the Frontline requirements. Where possible, we would like to see one example of a longstanding working partnership (at least 1 year). The customer contact should be prepared to speak to Frontline if we wish to contact them.		
		Contract/Project 1	Contract/Project 2
F.1	Customer Organisation (name): Website (if available):		
F.2	Customer contact name, phone number and email:		
F.3	Date contract awarded:		
F.4	Date contract completed:		
F.5	Brief description of contract (max 300 words):		
F.6	Value:		
If you cannot provide at least one reference, please briefly explain why. (max 100 words)			

Part 2C – Bidder response section

<p>Priority 1: Demonstrate how you will reach our target audiences and increase brand awareness, engagement and conversion.</p>	<p><u>Q1:</u> Provide outline how your approach will:</p> <ul style="list-style-type: none"> - Increase reach, engagement and conversion levels across all social media channels, with the end goal of driving more applications (specific conversions to be confirmed on appointment). - Raise awareness of Frontline and drive applications for the recruitment of 452 participants onto the Leadership Development Programme for our 2020 Cohort - Increase the appeal of our programme to underrepresented groups, notably male and BAME applicants, and our hard to reach regions. - Effectively target, track and review digital marketing performance to refine our approach during the season. <p>As part of your responses you should consider how your approach will help us to achieve our primary objectives.</p> <p>We would like to hear your initial thoughts and ideas. You should feel free to use examples of previous campaigns you have developed in the past to illustrate these.</p> <p>(In Appendixes 1, Frontline has provided background information on our current audience segmentation. You should draw upon information from these sections to formulate your responses.)</p>
Scoring: .../ 10	<p><u>A1 (word limit 1250):</u></p> <p>...</p>
<p>Priority 2: Credibility and proven current expertise in digital marketing campaign management and tracking, whilst working effectively with an in house communications team.</p>	<p><u>Q2:</u> Please demonstrate your experience in delivering high quality digital marketing campaigns which delivered against client objectives</p> <p>You should provide at least two case studies of similar projects you have completed in the past three years - at least one of these should date from within the past year. Ideally these will be for organisations that are non-profit/socially-driven, focused on recruitment, or education providers, but this is not essential.</p> <p>Examples should clearly highlight how your experience will enable you to deliver on our requirements, and you should evidence where possible where you have excelled at delivering these for other clients.</p>
Scoring: .../ 10	<p><u>A2 (word limit 700):</u></p> <p>...</p>
<p>Priority 3: Cost</p>	<p><u>Q3:</u> What are your proposed costings for the design and delivery of the new Frontline campaign?</p> <p>Please provide an estimated cost for the campaign design, delivery and management within the framework of being paid- by performance. Please indicate any upfront costs a long side a breakdown of estimated performance costs. We want an excellent new campaign, but please bear in mind that, as a non-profit organisation funded by public money, we are constrained financially.</p>
Scoring: .../ 10	<p><u>A3:</u></p> <p>...</p>

<p>Priority 4: Additional benefits offered</p>	<p><u>Q4:</u> What additional benefits (outside of the main requirements), would you be able to offer to the Frontline organisation?</p> <p><i>Please provide details on how you would measure success of campaign, engage the recruitment team and get them bought-in to the new campaign as well as any other options which you feel would be beneficial to Frontline. For example:</i></p> <ul style="list-style-type: none"> - <i>What support could you offer to ensure the campaign was updated and enhanced after the first year</i> - <i>What other measures would you take to help raise awareness of Frontline to help make social work a prestigious career for students and graduates.</i>
<p>Scoring: .../ 10</p>	<p><u>A4 (word limit 300):</u></p> <p>...</p>