# Clarification Questions & Answers

#### The word count is currently listed as ‘XXXX’ is there a word limit to the responses for the criteria in the ITT? What level of detail is expected?

The word limit is 1500 words for each of the criteria responses, and this includes any words within a picture/screenshot as well.

The NMRN expect a good amount of detail from your response that satisfies our requirements, in Section 5 and 5.3.2 is our scoring model which all submissions will be marked against post-submission.

#### The scope is split into packages of work. Is NMRN intending to engage one agency for all packages or multiple agencies? We presume one, but wanted to confirm.

The packages of work are a piece of co-procurement between NMRN and Mary Rose Museum.

Ideally, I think we would be looking for one agency which is why we have pulled them together in this way. The breakdown of packages is to enable better costing as NMRN corp support will vary wildly to MRT corporate support due to the size of the organisation and the break down allows each partner to assess against their own needs.

We are also aware of the differing consumer and corporate PR skillsets may mean that we receive differing solutions.

#### Within the services description (Terms and Conditions document p27) could you clarify what we are expected to include in the Statement of Work?

The statement of works will be completed when the tender is appointed. We have uploaded an example of a blank services contract for potential bidders to be familiar with the contract.

#### In Annex 1: Pricing and Payment, could you explain what is required in each section?

You’re welcome to change the tables if you have a pricing schedule/breakdown of services (particularly with the packages presented) which does fit to the current tables presented in the ITT.

#### Could you explain milestone payments?

A ‘milestone payment’ is when a contractor is paid in stages of progress throughout the course of a project when agreed work is completed.

#### Could you clarify the change request form? Is this for a request to increase pricing?

A Change request form is for any variations or specification creeps that may arise after contract is signed, such as changes to terms, payment, services etc.

##### What indication of budget can you share? Is there a budget breakdown per package?

In line with our public procurement policy. We do not provide budgets. If we were to do so respondents would all submit responses roughly in line with those budgets and this would not enable us to see a true cost and if we are getting good value for money.

We are publicly funded/charitable organisations however, and do not operate with large corporate budgets so would ask you to bear that in mind.

We would suggest you look at the requirements of each package and develop a proposal for the level of support you think you might be able to offer to deliver that.

To be clear thought this isn’t about comms for a specific project or piece of activity, but the commissioning of a retained agency for support in those areas outlined.

#### The tender documents state that there will be presentations held on 30/4 and 1/5 – where will these take place and what is the expected requirement ie. is this a creative presentation following successful passing of the initial procurement assessment?

Presentations are scheduled for the 30/03 and 01/04, as far as I can see these seem to be correct in the documentation. This is a series of presentation for shortlisted agencies to discuss their proposals. They will take place in Portsmouth and can be structured as you wish.

Are you looking for a campaign outline/idea at this early stage or does this come in part two during the presentations?

The brief to be clear thought this isn’t about comms for a specific project, piece of activity or campaign, but the commissioning of a retained agency for support in those areas outlined.

We want to see how you would meet those requirements but are not going to be asked for campaign plans.

Potentially you may wish to demonstrate ideas etc. at pitch interview, that would be your decision.

Do we need to register our interest formally on the tender website? If so could you direct me to where this sits?

No. Emailing to tenders@nmrn.org.uk is sufficient, as all communication is logged.

Under ITT 5.1 it states that tenders will be downloaded from MyTenders portal, but the requirement is to email 2 x versions (with and without pricing). Do we need to upload onto a portal as well?

No, all tender submissions should be sent to tenders@nmrn.org.uk only. Please include all prices within your tender document. You’re welcome to submit a response without prices.

#### The ITT requested that two copies of the document(s) be submitted – one with pricing and one without pricing. However our understanding of this stage of the process is that we are just submitting our hourly/day rates so can you clarify what is exactly required?

Please include all prices within your tender submission. You’re welcome to submit a response without prices.

#### Could you explain how you see the relationship working between the agency and the internal press office?

**The NMRN currently has:**

• X1 Press Officer

• X1 Communications Executive

They manage all day to day enquires with some support from Marketing Assistants at our Fleet Air Arm and Hartlepool sites.

We also have a Head of Marketing and Communications who supports them strategically and I provide direction. Historically we have had small contracts with consumer PR agencies and freelancers (but very low level).

**The Mary Rose Museum has:**

• X1 Head of Communications and Development

They deal with day to day comms and bring in support from agencies for projects.

They also have a Head of Marketing who offers some support and Director Commercial providing direction.

Our teams are small and limited in what they can do – hence this tender!

Our intention is that the Agency will manage more strategic and major project work, whilst internal teams will manage incoming press and filming queries and lower level proactive PR e.g. events programming.

#### Do you know when HMS Caroline is due to reopen?

Not at the moment I’m afraid, but we remain hopeful it will be this calendar year.

With regards to the scalable support, can you expand on what it is you want your partner agency to provide?

We appreciate that you can only resource our contracts to meet the needs we have outlined. However should we require support for a major new project or campaign we want to ensure we have an agency that can scale up and bring in extra support if required.

#### Is it possible to receive the ITT (forms that require completion) in an editable format. They are currently in PDF form and the ITT requires completion in Arial font size 11.

We’re unable to send out word versions of the ITT, we recommend following methods to open PDFs as word;

* Google Drive
* Small PDF (<https://smallpdf.com/pdf-to-word>)

**Scope of work:**

#### Where has the need arisen for this brief, why now?

In 2020 a new structure was implemented at NMRN for the Marketing Team which recognised the limited resource in the team for PR and Communications. Previously this was managed by one internal role and small consumer contracts with agencies and freelancers in geographical locality to the sites.

Whilst additional investment was made in internal resource, it was felt that to enable us to strategically develop communications and better support all of the facets of the Museum’s work from major capital projects to fundraising appeals, new collections acquisitions to crisis communications; we would be better supported by a centralised PR contract that gave us both corporate and consumer comms. This is about positioning us as a National Museum with regional sites and building our brand so that is it seen in line with other National Museums.

In 2020 we also moved into partnership for the operation of PHD with the Mary Rose Museum. Both partners agreed to offer a joint tender for MRT and NMRN corporate comms as well PHD consumer under three packages of work, to help ensure integrated messaging and awareness and manage potential conflicts of messaging and timing.

#### What have been the challenges you’ve faced to date in implementing a strategic comms process with ease and efficiency?

I have only been in post since February 2020 and therefore have largely operated in only a COVID environment so I can’t speak to this fully.

However, my understanding is that Communications has never been looked at in this comprehensive way before and has instead been last minute and piecemeal in execution.

I think the organisation has lacked aspiration in its comms planning and has ‘played it safe’. PR has been traditional (news release) and lacks features, integrated digital

#### Are you looking to work with/ would you prefer to work with one provider across all six packages?

Ideally I think we would be looking for that which is why we have pulled them together in this way.

The break down of packages is to enable better costing as NMRN corp support will vary wildy to MRT corporate support due to the size of the organisation and the break down allows each partner to assess against their own needs.

We are also aware of the differing consumer and corporate PR skillsets.

#### Are you able to provide a budget for each package of work individually or further detail on how you see the £10k-£100k budget being split, and does this include third party costs?

In line with our public procurement policy. We do not provide budgets. If we were to do so respondents would all submit responses roughly in line with those budgets and this would not enable us to see a true cost and if we are getting good value for money.

We are publicly funded/charitable organsiations however, and do not operate with large corporate budgets so would ask you to bear that in mind.

If you are looking to factor in thir party support that should be listed in the return and made clear.

#### Is social media part of the brief? Is this an area would you like us to look into?

As with any communications campaign we would expect to factor in social media in execution of campaigns.

We are not however seeking for you to manage our social channels, but would expect you to contribute ideas for the delivery of campaigns across social and support the development of content for those channels.

**Audience**

#### Please can we see the audience insight research NMRN conducted with BRDC?

I have attached the research for the NMRN sites. To caveat this is very old (in excess of 7 years in some cases) and is not overarching and should be taken with that in mind.

I also attach a market analysis summary which gathers some of the data from BDRC and combines with other data sets. Until the ADP is developed we are using this as a structure from which to build out campaigns.

#### When is the new Audience Development work being completed and when will the audience priorities be available?

We hope to tender in April and complete over the course of the FY.

#### How do you currently track consumer and corporate audience engagement?

As above we have not had a comprehensive programme of planned communications activity in place previously. Media campaigns are measured through analysis of coverage reporting on reach.

Digital campaigns are measured through our digital platforms and via our digital agency but reporting here is still evolving.

We have undertaken impact reports (found on our website) which gives an idea of the type of reporting (minimal) we have done in the past.

Our fundraising team is working with academics to look at economic and social impact reporting at the moment.

#### For NMRN and MRT, who are your priority corporate audiences and how engaged are they already? Are there any challenges you face reaching this segment?

For NMRN our ‘corporate’ audiences include:

* Defence industry including funding bodies (Navy, MOD etc), suppliers (BAE, Lockhead Martin etc) and supporters (Military charities and affiliates etc)
* Educations industry (schools, universities, further learning organisations etc)
* Potential funders (Arts Council, Heritage Lottery Fund etc)
* Political influencers (Politicians, leaders of local government, tourist development agencies etc)

But there are others too. This gives an indication.

I would expect MRT to be the same but have posed them the question.

**Assets**

#### Can we see your digital content marketing approach?

During the pandemic the Head of Digital Marketing created the attached doc regarding he movement from revenue driving social content to content marketing activity in the form of Navigate the Navy.

That is largely still driving our social activity for always on.

However we have been operating a team at below 50% capacity for two years between furlough and role vacancy. We are looking therefore to develop a social media strategy and content strategy as we bring new team members and agency support on board over the coming year.

* When is the central website refresh due to be completed?

Phase 1 is due to launch in June 2022.

**Brand**

#### You advise that the brand has struggled to ‘keep up’ with the speed of NMRN’s growth, what are the main brand challenges and who is carrying out the brand review?

The brand review will happen after the completion of the NMRN Audience Development work (likely 2023) and is not appointed yet.

Brand challenges include:

* Recognition as a National Museum with a regional footprint – we have conflicting brands across sites, and the NMRN brand is not well established or known
* A wide brand portfolio (HMS Victory, Portsmouth Historic Dockyard etc) that have differing roles/levels of awareness
* Being the only National Museum that charges ensuring that we are able to make our revenue targets (we are the only non-free National)
* ‘Military’ as a subject matter – something that can be off putting to some audiences
* The tension between being a fun and interactive ‘visitor attraction’ and an inspiring and thought provoking learning environment
* Not having full control of our brand in that it is intrinsically linked to the Royal Navy and their actions.