



INVITATION TO TENDER DOCUMENT (ITT)

For

A Self Diagnosis Tool

To

CHILD MAINTENANCE AND ENFORCEMENT COMMISSION

Supplier Instructions and Evaluation Approach

CONTRACT REFERENCE NO: SSF02_DIAGTOOL

CONTENTS

| | |
|--|---|
| 1. PURPOSE | 4 |
| 1.1. THIS INVITATION TO TENDER (ITT) IS ISSUED BY THE CHILD MAINTENANCE AND ENFORCEMENT COMMISSION (“THE COMMISSION”). | 4 |
| 1.2. THE PURPOSE OF THIS ITT IS TO SELECT A SUPPLIER TO DEVELOP THE LOGIC FOR A SELF DIAGNOSIS TOOL CAPABLE OF BEING HANDED OVER TO A THIRD PARTY SUPPLIER APPOINTED BY THE COMMISSION TO DEVELOP A DISTRIBUTABLE WEB APPLICATION. PLEASE NOTE THAT THERE HAS NOT BEEN A PRE QUALIFICATION QUESTIONNAIRE STAGE (PQQ) UNDERTAKEN IN REGARD TO THIS PROCUREMENT. | 4 |
| 1.3. THIS ITT SETS OUT THE INFORMATION WHICH IS REQUIRED TO ENABLE THE COMMISSION TO ASSESS THE ABILITY OF SUPPLIERS TO MEET THE STANDARDS REQUIRED AND PROVIDE A PRODUCT WHICH FULLY MEETS THE REQUIREMENT AS SET OUT IN THIS ITT. THE COMMISSION INTENDS TO AWARD A CONTRACT TO A SINGLE SUPPLIER WHOSE RESPONSE REPRESENTS THE HIGHEST QUALITY AND MOST ECONOMICALLY ADVANTAGEOUS TENDER IN RESPONSE TO THIS ITT. | 4 |
| 2. BACKGROUND AND CONTEXT | 4 |
| 2.1. THE COMMISSION IS A CROWN NON-DEPARTMENTAL PUBLIC BODY ESTABLISHED IN 2008 TO TAKE RESPONSIBILITY FOR THE CHILD MAINTENANCE SYSTEM IN GREAT BRITAIN. THE COMMISSION’S PRIMARY OBJECTIVE IS TO MAXIMISE THE NUMBER OF EFFECTIVE CHILD MAINTENANCE ARRANGEMENTS IN PLACE FOR CHILDREN WHO LIVE APART FROM ONE OR BOTH OF THEIR PARENTS, WHETHER ARRANGED PRIVATELY OR THROUGH THE STATUTORY SCHEME. | 4 |
| 2.2. THE FUNCTIONS OF THE CHILD MAINTENANCE AND ENFORCEMENT COMMISSION ARE PLANNED TO TRANSFER TO THE DEPARTMENT FOR WORK AND PENSIONS AS AN EXECUTIVE AGENCY. THE CURRENT PLANNED DATE FOR THIS TRANSFER IS 1ST AUGUST 2012. | 4 |
| 2.3. THE GOVERNMENT’S GREEN PAPER ‘STRENGTHENING FAMILIES, PROMOTING PARENTAL RESPONSIBILITY: THE FUTURE OF CHILD MAINTENANCE’, AND SOCIAL JUSTICE: TRANSFORMING LIVES OUTLINES THE GOVERNMENT’S AMBITION TO BETTER CO-ORDINATE SUPPORT SERVICES FOR SEPARATED FAMILIES. THE GOVERNMENT’S RESPONSE TO THE FAMILY JUSTICE REVIEW ALSO OUTLINED A REQUIREMENT TO PROVIDE INFORMATION AND SUPPORT TO SEPARATING OR DIVORCING COUPLES VIA AN ‘ONLINE HUB’. | 4 |
| 2.4. IN RESPONSE TO THE GREEN PAPER, THE MINISTER FOR DISABLED PEOPLE ESTABLISHED A STEERING GROUP OF EXPERTS (LISTED IN ANNEX C), INCLUDING ACADEMICS AND VOLUNTARY SECTOR REPRESENTATIVES, TO PROVIDE RECOMMENDATIONS ON HOW TO BETTER CO-ORDINATE SUPPORT SERVICES FOR SEPARATED AND SEPARATING FAMILIES. THIS INCLUDED SETTING A VISION OF HOW COORDINATED SUPPORT SERVICES FOR SEPARATING AND SEPARATED PARENTS COULD LOOK IN 2020 AND THE STEPS TO ACHIEVE THIS. THE STEERING GROUP REFLECTED THE AMBITIONS OF THE GREEN PAPER AND RECOMMENDED THAT GOVERNMENT SHOULD ACT AS AN ENABLER, HELPING TO JOIN UP EXISTING SERVICES AS WELL AS IDENTIFYING GAPS IN PROVISION. THE GROUP PROPOSED THAT DELIVERY BE AVAILABLE ON WEBSITES SEPARATED AND SEPARATING PARENTS ALREADY USE; COMPLEMENTED, WHERE NECESSARY, BY TELEPHONE SUPPORT AND LOCAL FACE TO FACE DELIVERY. | 4 |
| 2.5. THE STEERING GROUP RECOMMENDED THE DEVELOPMENT OF A WEB APPLICATION THAT PROVIDES SELF DIAGNOSIS, SOPHISTICATED SEARCH, AND INTELLIGENT SIGNPOSTING TOGETHER WITH QUALITY ASSURED CONTENT. THE APPLICATION SHOULD BE SYNDICATED ON A VARIETY OF PUBLIC-FACING WEBSITES TO REACH PARENTS IN THE PLACES THEY ALREADY ENGAGE. | 5 |
| 2.6. IN JANUARY 2012, THE MINISTER ANNOUNCED THE AVAILABILITY OF FUNDING FOR THIS WEB APPLICATION AS PART OF A PACKAGE OF SUPPORT FOR SEPARATING AND SEPARATED FAMILIES. THE FUNDING WILL ALSO SUPPORT THE VOLUNTARY AND COMMUNITY SECTOR TO DEVELOP ADDITIONAL SERVICES TO FILL THE KEY GAPS IN CURRENT SUPPORT AVAILABLE TO SEPARATED FAMILIES. THIS WILL INCLUDE DEVELOPING LOCAL NETWORKS AND TESTING NEW AND INNOVATIVE INTERVENTIONS. | 5 |
| 2.7. THE STEERING GROUP HAVE DESCRIBED THEIR EXPECTATIONS OF THE WEB APPLICATION (A PART OF WHICH IS THE DIAGNOSTIC TOOL AND RELEVANT TO THIS ITT), BELOW: | 5 |
| 2.8. THERE IS A RANGE OF EXISTING SUPPORT SERVICES WHICH COVER ISSUES SUCH AS LEGAL, FINANCIAL, HOUSING, HEALTH, AMONG OTHERS, AND IT IS OFTEN DIFFICULT FOR | |

| | |
|--|----|
| INDIVIDUALS EXPERIENCING SEPARATION TO KNOW WHAT SUPPORT THEY NEED AND WHERE TO FIND IT. | 6 |
| 2.9. A QUALITY MARKED WEB APPLICATION SHOULD PROVE MORE EFFECTIVE AND COST-EFFICIENT AT REACHING PARENTS WIDELY THAN A STAND ALONE WEBSITE BECAUSE OF THE ABILITY FOR IT TO BE SHARED THROUGH HOST SITES AND SOCIAL MEDIA, WITH THE SUPPORT OF THE WELL-RESPECTED ORGANISATIONS USERS ALREADY TURN TO. MODELS FOR LONG TERM SELF-SUSTAINABILITY ARE TO BE CONSIDERED, AND OPTIONS TO BE EXPLORED WILL INCLUDE TRANSFERRING OWNERSHIP TO A THIRD PARTY IN THE NEXT FEW YEARS AND SELF-FUNDING THROUGH ADVERTISING, AMONGST OTHER REVENUE GENERATORS. | 6 |
| 2.10. THE WEB APPLICATION WILL BE USED TO MEET THE GOVERNMENT’S COMMITMENT TO DELIVER AN ONLINE HUB PROVIDING INFORMATION AND SUPPORT FOR COUPLES, AS OUTLINED IN THE GOVERNMENT RESPONSE TO THE FAMILY JUSTICE REVIEW. ADDITIONALLY, THE WEB APPLICATION WILL LAUNCH IN OCTOBER 2012 TO COMPLEMENT THE LAUNCH OF THE NEW 2012 CHILD MAINTENANCE SCHEME. | 6 |
| 2.11. WITH THE ABOVE CONTEXT IN MIND, THIS DOCUMENT WILL FOCUS ON THE SELF-DIAGNOSIS ELEMENT OF THE WEB APPLICATION. THE WEB APPLICATION ITSELF WILL BE COMMISSIONED SEPARATELY TO THE DIAGNOSIS TOOL, BUT THE ‘BUSINESS LOGIC’ OR ‘BLUEPRINT’ OF THE SELF-DIAGNOSIS TOOL WILL BE PROVIDED TO THE SUPPLIER APPOINTED BY THE COMMISSION TO DESIGN AND BUILD THE WEB APPLICATION. IT IS THIS BUSINESS LOGIC FOR WHICH THIS ITT SPECIFIES REQUIREMENTS. THE SELF DIAGNOSIS TOOL IS A KEY ELEMENT IN HELPING PARENTS COLLABORATE IN THE BEST INTERESTS OF THEIR CHILDREN AND IS PIVOTAL TO ENSURING THEY CAN FIND THE RIGHT INFORMATION AND HELP THEY NEED QUICKLY WHEREVER THEY ARE IN THEIR JOURNEY. | 6 |
| 3. OBJECTIVES | 6 |
| 4. SCOPE | 8 |
| 5. VALUES | 8 |
| 6. TARGET AUDIENCE | 9 |
| 7. REQUIREMENTS | 10 |
| 8. CONTENT | 11 |
| 9. LOOK AND FEEL | 12 |
| 10. ACCESSIBILITY | 13 |
| 11. FUTURE FLEXIBILITY | 14 |
| 12. MANAGEMENT INFORMATION (MI) | 14 |
| 13. CONTRACT MANAGEMENT EXPECTATIONS | 15 |
| 14. DELIVERY | 16 |
| 15. QUALITY ASSURANCE OF THE PRODUCT DELIVERY | 16 |
| 16. CONTRACT AND CONTRACT TERMS | 16 |
| 17. INVITATION TO TENDER APPROACH | 17 |
| 18. REQUESTS FOR CLARIFICATION | 18 |
| 19. TIMESCALE | 18 |
| 20. EVALUATION APPROACH AND SELECTION METHODOLOGY | 19 |
| 21. RATING OF RESPONSES | 20 |
| 22. CONTRACT AWARD | 21 |
| 23. DEBRIEFING | 21 |
| 24. THE COMMISSION’S RIGHTS | 21 |
| 25. BID COSTS | 22 |
| 26. COMPLAINTS | 22 |
| 27. TRANSPARENCY | 22 |
| 28. FREEDOM OF INFORMATION ACT | 22 |
| 29. CONFIDENTIALITY | 23 |
| 30. COMMISSION CONTACT | 24 |
| Annex A – Brand Strategy Summary | |
| Annex B – Content Themes | |
| Annex C – Support for Separated Parents – summary of groups | |

1. Purpose

- 1.1. This Invitation to Tender (ITT) is issued by the Child Maintenance and Enforcement Commission (“the Commission”).
- 1.2. The purpose of this ITT is to select a supplier to develop the logic for a Self Diagnosis Tool capable of being handed over to a third party supplier appointed by the Commission to develop a distributable Web Application. Please note that there has not been a Pre Qualification Questionnaire Stage (PQQ) undertaken in regard to this procurement.
- 1.3. This ITT sets out the information which is required to enable the Commission to assess the ability of suppliers to meet the standards required and provide a product which fully meets the requirement as set out in this ITT. The Commission intends to award a contract to a single supplier whose response represents the highest quality and most economically advantageous tender in response to this ITT.

2. Background and Context

- 2.1. The Commission is a Crown Non-Departmental Public Body established in 2008 to take responsibility for the child maintenance system in Great Britain. The Commission's primary objective is to maximise the number of effective child maintenance arrangements in place for children who live apart from one or both of their parents, whether arranged privately or through the statutory scheme.
- 2.2. The functions of the Child Maintenance and Enforcement Commission are planned to transfer to the Department for Work and Pensions as an Executive Agency. The current planned date for this transfer is 1st August 2012.
- 2.3. The Government's Green Paper¹ ‘Strengthening families, promoting parental responsibility: the future of child maintenance’, and Social Justice: Transforming Lives outlines the Government's ambition to better co-ordinate support services for separated families. The Government's response to the Family Justice Review³ also outlined a requirement to provide information and support to separating or divorcing couples via an 'online hub'.
- 2.4. In response to the Green Paper, the Minister for Disabled People established a Steering Group of experts (listed in **Annex C**), including academics and voluntary sector representatives, to provide recommendations on how to better co-ordinate support services for

1 The Green Paper www.dwp.gov.uk/consultations/2011/strengthening-families.shtml

2 Social Justice: transforming Lives www.dwp.gov.uk/docs/social-justice-transforming-lives.pdf

3 [Response to the Family Justice Review www.education.gov.uk/publications/standard/publicationDetail/Page1/CM-8273](http://www.education.gov.uk/publications/standard/publicationDetail/Page1/CM-8273)

separated and separating families. This included setting a vision of how coordinated support services for separating and separated parents could look in 2020 and the steps to achieve this. The Steering Group reflected the ambitions of the Green Paper and recommended that Government should act as an enabler, helping to join up existing services as well as identifying gaps in provision. The group proposed that delivery be available on websites separated and separating parents already use; complemented, where necessary, by telephone support and local face to face delivery.

2.5. The Steering Group recommended the development of a Web Application that provides self diagnosis, sophisticated search, and intelligent signposting together with quality assured content. The application should be syndicated on a variety of public-facing websites to reach parents in the places they already engage.

2.6. In January 2012, the Minister announced the availability of funding for this Web Application as part of a package of support for separating and separated families. The funding will also support the voluntary and community sector to develop additional services to fill the key gaps in current support available to separated families. This will include developing local networks and testing new and innovative interventions.

2.7. The Steering Group have described their expectations of the Web Application (a part of which is the diagnostic tool and relevant to this ITT), below:

- Be an application (sophisticated widget) that can be embedded into any websites by the host, so that support services are accessible from sites users trust (particularly important for disengaged or hard to reach groups)
- Be easily syndicated to ensure organisations without specialist technical support can host the application to reach the widest possible audience quickly;
- Provide intelligent search for parents who know the support they need and signposting to the most relevant and local information and services;
- Have a look and feel that can be altered to fit the host site, whilst maintaining a memorable identity
- Act as the online information and support hub for couples, as outlined in the response to the Family Justice Review
- Have a presence on social media (for example, appear as a recommended link on facebook, or on separated parent specific sites such as netmums, either as a link-through or as

a customisable application) together with a dedicated landing page

- And specifically for the purposes of this document:-
 - **Provide self diagnosis for parents and couples to help identify and prioritise the type of emotional/therapeutic and/or practical support they need to enable effective signposting.**

2.8. There is a range of existing support services which cover issues such as legal, financial, housing, health, among others, and it is often difficult for individuals experiencing separation to know what support they need and where to find it.

2.9. A quality marked Web Application should prove more effective and cost-efficient at reaching parents widely than a stand alone website because of the ability for it to be shared through host sites and social media, with the support of the well-respected organisations users already turn to. Models for long term self-sustainability are to be considered, and options to be explored will include transferring ownership to a third party in the next few years and self-funding through advertising, amongst other revenue generators.

2.10. The Web Application will be used to meet the government's commitment to deliver an online hub providing information and support for couples, as outlined in the Government response to the Family Justice Review. Additionally, the Web Application will launch in October 2012 to complement the launch of the new 2012 child maintenance scheme.

2.11. With the above context in mind, this document will focus on the self-diagnosis element of the Web Application. The Web Application itself will be commissioned separately to the diagnosis tool, but the 'business logic' or 'blueprint' of the self-diagnosis tool will be provided to the supplier appointed by the Commission to design and build the Web Application. **It is this business logic for which this ITT specifies requirements.** The self diagnosis tool is a key element in helping parents collaborate in the best interests of their children and is pivotal to ensuring they can find the right information and help they need quickly wherever they are in their journey.

3. Objectives

3.1. The overall aim is provide requirements for a diagnosis tool that helps identify from information provided by users what their information and support needs are, and to then signpost them to services available to help them collaborate and address any underlying problems that stand in the way of collaboration. These support needs may be emotional (therapy, counselling etc) and/or practical (mediation, legal advice or representation, child maintenance etc), or they may even be to simply talk things through with someone. Whilst users may be able to use existing online tools to self-diagnose on specific aspects of their situation, we know that many people feel deeply confused and don't know where to start when separating. Therefore, this tool and the Web Application will allow separating and separated parents (including couples who are undergoing separation or divorce as outlined in the Government's response to the Family Justice Review) access to a range of co-ordinated support services from a variety of providers that meet their range of multiple needs from a single source.

3.2. The key objective of the Diagnosis Tool is to ensure that parents accessing the Web Application for the first time fully understand their emotional and practical needs, such that they are provided with the tools they need and signposted to the most appropriate services for them. Importantly, it must also ask sufficient information from the user in order to identify and fast-track to relevant services people potentially in need of protective measures – for example, in cases of domestic violence or abuse, how to access a refuge and/or obtain advice on seeking legal protection from the courts. This objective would be met by the following:-

3.3. Creating business logic for a self-diagnosis tool that signposts users to high-level categories of web content that meets a number of requirements developed by the Steering Group including:

- support the vision outlined in the Green Paper and government response to the Family Justice Review and guiding principles for support services to help families resolve their problems and collaborate in the best interests of their children
- reflect the brand values of the co-ordinated support services quality mark. This is in development and will be available when the contract is awarded. Annex A outlines the current brand strategy
- be encouraging, welcoming, and engaging to use for the broadest possible audience
- appeal to hard-to-reach and traditionally disengaged audiences, or to those who may not believe there is a need for support, as well as more traditional users
- be recognised as a highly valuable tool by users who advocate it's use by recommending or signposting to it

- directly reflect the content outline provided in Annex B

3.4 All intellectual property rights arising from the Diagnostic Tool must be transferred to the Commission either by copyright or a perpetual, royalty free, irrevocable licence in favour of the Commission with unlimited rights to assign and/or transfer the Diagnostic Tool to a Supplier responsible for the Web Application.

4. Scope

In-Scope

4.1. All elements outlined specified in sections 7 to 12 below are in scope for the delivery of the Self Diagnostic Tool.

4.2. The diagnosis tool logic must be based on empirical research on how an individual can most accurately diagnose their emotional and practical needs to support them through separation.

Out of scope

4.3. **Initial content strategy** – Whilst there is general agreement on the high-level categories of web content, detailed requirements on content and content themes will be developed separately. This will include identifying what existing content could be reused, and what new content needs to be made available. The diagnostic tool supplier will have responsibility for developing the information architecture around these emerging content requirements and may have some editorial role to aggregate the information into logical user journeys. The initial content proposal is in Annex B.

4.4. **Design, build and test of the wider Web Application and associated landing page.** This will be commissioned separately. The logic of the self-diagnosis tool (specified in this document) will be provided to the supplier prior to design and build of the Web Application but will be tested as part of the user testing of the whole application

4.5. Links to partner sites as part of the signposting process

5. Values

5.1. The vision for providing more co-ordinated support for separating and separated families has at its heart the idea that parents need support to help them collaborate in the best interests of their children. The services will have their own unique 'brand' which includes a name and

visual identity made up of a logo also to be used as a quality mark to demonstrate quality assurance⁴. The Web Application will be designed in accordance with brand identity guidelines outlining how the visual identity should be applied across the application.

- 5.2. At the heart of the brand is the Steering Groups' vision of '*supporting families to thrive*' together with their guiding principles for co-ordinated services which set the foundation for what the brand will represent.
- 5.3. Reliability and ease of use (for example, simple, engaging and appealing as demonstrated through client testing, and using web design best practice) is important and the solution should be relatively straightforward to use both by third parties distributing and hosting as well as users themselves. Users should be able to find the right information they are looking for but equally should be capable of identifying need where the use is not clear, and to prompt the user with services which are relevant yet which they may not have considered – e.g. mediation - quickly as and when they need it.
- 5.4. Supporting the brand, the self diagnosis tool must welcome users, feel approachable and 'safe' to use. The personality of the brand is one which is uplifting and positive. This means conveying a friendly, down to earth, warm and feel good tone that is inviting and can engage users.
- 5.5. A summary of the brand strategy is included at Annex A and it is important that the successful supplier understands and embraces the strategy and can demonstrate empathy for separated families.

6. Target Audience

- 6.1. There are estimated to be 2.6m separated families in the UK with much more contemplating separation, for whom these services will provide support. These include mums, dads and step parents and couples without children going through or thinking about separation. In addition, it will cater for the needs of extended family members involved in decisions around separation and parenting; such as grandparents.
- 6.2. We particularly want to widen access to co-ordinated family support services amongst the following:-
 - Disadvantaged and harder-to-reach groups such as Black and Minority Ethnic groups and Lesbian, Gay, Bisexual, Transgender community;
 - Traditional non-users such as men who are separated from their families; and
 - Teenage mothers and fathers.

⁴ Procurement of the brand and quality mark are outside the scope of this document
ITT Instructions and Evaluation

- 6.3. The self-diagnosis tool must be targeted at *all* users of the Web Application. Its primary goal is to encourage all users to self-diagnose, leading the user to relevant and tailored content and intelligent signposting to help them collaborate. This is to ensure that users who may be using the application looking for one type of support service, are also able to see what other support may be relevant to their circumstances. The suggested type of support could be one they may not have previously considered, or thought they even needed.
- 6.4. Initially the target audience will focus on separating and separated parents (including couples without children), those contemplating separation and those supporting friends and family in separation.
- 6.5. Users may already access services delivered by other government departments such as Department for Education (DfE), Ministry of Justice (MOJ) and Department of Health (DoH) and the devolved administrations, and/or the voluntary and community sector who also engage with the target audience. The audience will also include separating couples experiencing divorce or separation, as outlined within the Government's response to the Family Justice Review.

7. Requirements

General

- 7.1. The diagnosis tool logic must be based on empirical research referenced by suppliers on how an individual can most accurately diagnose their emotional and practical needs to support them through separation. Supplier expertise may be in online self-diagnosis only, in which case you may wish to consider bringing together expertise in family separation (or vice versa), from other sources to create a high quality diagnostic tool.
- 7.2. The tool must be able to diagnose parents and children at risk (e.g. domestic abuse cases) through effective questioning at the earliest possible point in the diagnosis journey and have measures in place to signpost to appropriate help
- 7.3. The diagnosis must consider an audience who may already feel they know about their information or support needs and consider offering other support services that may be linked in a sophisticated manner i.e. whilst the user's immediate need may be practical (e.g. housing), this may have stemmed out of emotional circumstances (e.g. relationship breakdown leading to the need for GP intervention or counselling)⁵. It must appeal equally to men and women and be non-judgemental.

⁵ Amazon uses a similar model to suggest related products and services to the ones users are currently exploring, although this must be done in a sensitive way given the emotional difficulties separating parents may be experiencing.

- 7.4. The logic and content of the self-diagnosis tool should aim to be easily adaptable to an online format, taking into account the space restrictions of the Web Application.
- 7.5. Ideally, the tool should be universal and flexible so that the approach and logic can be applied across a range of engagement channels e.g. telephony, face-to-face, although online self diagnosis is the main focus. This is desirable but not essential.
- 7.6. The Commission has purposely not specified the format of the Tool and Suppliers are not restricted in this respect and are encouraged to use innovative techniques.
- 7.7. Achieve the above objectives in an expedient, timely manner by 3rd August 2012 without jeopardizing the evidence base and general quality of the tool. This is a **mandatory** requirement.

8. Content

- 8.1. The diagnostic tool will, through intelligent signposting, effectively bring together content and services from the voluntary and community, private, and public sector to support separated parents to find and access the support they need. The detailed content will be provided to the Web Application supplier separately, but the general categories of content are as follows: Dispute resolution services (mediation and where appropriate, legal services, Housing, Children & Parenting, Money & Finance, Health, Work & Benefits and Relationship Conflict (categories detailed further in Annex B). The content will be attractive, brief and draw the user in to explore it further. **Supplier's approaches must consider these categories as the end point in the user journey when producing the logic for the diagnosis tool, accepting that the actual content is still to be developed through a separate procurement exercise.** However, the supplier can recommend additional content if that supports the requirements
- 8.2. Provide detailed requirements (including functional requirements, client journeys, and implementation specification) for the business logic behind the self-diagnostic tool.
- 8.3. Ensure the business logic of the diagnostic tool (or approach to how the diagnosis is achieved) is successfully communicated to the supplier building the Web Application. In addition to the documents stated above, this may include a number of face to face meetings with this supplier with input from other government officials to ensure the approach remains consistent from design to implementation.
- 8.4. Although the diagnosis tool will be optional for people coming into the Web Application, we know that users are deeply conflicted and confused at the point of separation. Therefore the diagnostic tool must encourage its use by drawing users in through attractive introductory content – and be as non-judgemental as it is compelling. The Web

Application will have the diagnosis tool at its heart helping users get to the content relevant to their circumstances and needs.

- 8.5. User experience of the diagnosis tool is critical to the success and accuracy of the tool. **Consideration must be given to achieving the right balance between keeping the user interested through the journey of “being diagnosed” and making the tool responsive to what the user is saying so that the user feels there is a two-way interaction and having enough detail on the user’s needs to signpost to the most relevant information and support for him/her.**
- 8.6. The diagnosis tool must help users with multiple needs to prioritise the needs and therein the support they should access and in what order. The tool should be non linear to ensure users can move across different areas without going back to the start, keeping in mind certain questions around user location and risk factors need not be revisited.
- 8.7. Where diagnosis suggests that there is a need to resolve a dispute, in the first instance, users must be offered content to help them resolve the dispute themselves, then mediation, and then legal routes where appropriate to reflect the overarching ambition to encourage parents to collaborate.
- 8.8. The content can be provided in any format that engages the most amount of people, being mindful of continuing to adhere to accessibility requirements no. 10.1 to 10.4 below. The content must also be accessible to those with little or no formal education.
- 8.9. Although the Web Application will be available at national level (UK), the user may choose to use locally available services. Therefore, the Diagnostic Tool must ask where the user is geographically. This is in order to present relevant content to the user’s location (eg users in Wales searching for housing support will have different service needs to those in England or Northern Ireland). It also needs enough sophistication to deal with someone living on the border of England and Wales for example.

9. Look and Feel

- 9.1. Although the look and feel of the product will largely depend on the design and user interface of the tool, the logic of the diagnostic tool must reflect the brand strategy, associated values/style and quality assurance e.g. be user focused, non judgemental, friendly (see section 3.3 and Annex A).
- 9.2. The final product must have an easy-to-use User Interface (UI), particularly for users with low levels of web literacy. Suggestions would be welcome on how the tool could be designed online, its UI and navigation through the diagnosis process. This requirement is desirable but not essential.

- 9.3. Supplier's solution must reflect of the brand strategy and vision, using best practice to embed, engage and help users reach a solution. This might include "nudge" and behavioural economics principles that contribute to helping parents work together for the benefit of their children. These are not exhaustive principles and suggestions will be welcome on other ways to engage users.
- 9.4. The product must be engaging and appear simple and uncomplicated – which might enable users to "skip-through" inappropriate content or questions, keeping in mind accessibility requirements as described in paragraphs 10.1 to 10.4. However, the tool will need to verify with the user at the end of the process that skipped sections are not needed if the information provided at the outset suggests otherwise.
- 9.5 It is hoped (time permitting) that the logic will be tested with clients before delivery. The successful supplier will be expected to consult with the organisation developing the Web Application at this stage should user problems be found with the diagnostic tool logic or journeys to improve user experience prior to launch. The test phase of the Web Application is currently scheduled for approximately 3 weeks in October, so the successful supplier must be prepared to use feedback from this test phase to improve the diagnostic tool. At this stage, it is challenging to anticipate the nature of changes that may be required after user, policy and practitioner feedback is received, but examples can include changes to the logic, front-end copy, visual tweaks, among others. However, the supplier does have the choice of minimising changes to the actual logic by carrying out it's own testing before delivery.

10. Accessibility

- 10.1. Users will access the diagnostic tool through the Web Application.
- 10.2. The content and style of the tool must cater to the target audience outlined in section 6. Specifically, it should take a largely inclusive approach, keeping in mind vulnerable and/or minority groups, and ensure they are not disengaged. The tool must be simple in content and usability.
- 10.3. Whilst the functional ability to access the tool will mainly depend on the design and build of the Web Application, the diagnosis tool and logic behind it must consider W3C AA (<http://www.w3.org/WAI/intro/wcag.php>) accessibility standards if possible or allow alternative mechanisms of access – e.g. consider that the tool may be offered in a stripped down version as an alternative to the full tool within the Web Application. The application (and therefore the tool) must operate across all major web browsers and operating systems.

10.4. The diagnostic tool must comply with the DWP Welsh Language Scheme 2010⁶

10.5. The supplier must have due regard of using terminology and expressions which are accurately translatable.

11. Future flexibility

11.1. To help adapt the tool to different target audiences, the supplier should consider how flexible the tool is in its configuration and how then the logic can flex according to audience. For example, if future evaluation of the tool suggests that some diagnosis approaches work better with users of Website A, and some work for Website B, then the tool should have the ability to re-order its “questions” or parameters to respective target groups. The tool would remain the same in principle; but have the ability to adapt better to different environments and audiences. This is desirable but not essential.

11.2. Given the availability of a supporting telephone network of trained agents who will provide a similar service by telephone, the supplier should give consideration to how agents can use the tool to help diagnose caller needs and signpost more specialist help where appropriate.

11.3. Similarly, the diagnostic logic should be adaptable for potential use in local / face-to-face sessions.

12. Management Information (MI)

12.1. The diagnosis tool must output its results/scores in a way that can be quantified for MI purposes, and as such the logic should embed MI collation.

12.2. Whilst the function of collecting MI will be built within the Web Application, the diagnostic tool must have available ‘metrics’ or measures in the diagnosis process that helps quantify the MI throughout the user journey. The Web Application must have the required knowledge of the type of metrics that ensure the correct data is collected, and include recommendation within the functional requirements and implementation documents.

12.3. The logic must be designed in such a way that capturing MI based on the location of the user (specified by users themselves through the diagnosis) is possible.

12.4. Overall usage of the diagnostic tool must be measured across websites and individual usage by host sites, and content sites. Although this MI functionality will be provided by the wider Web Application, the diagnostic tool must support the Web Application in measuring various data. This is largely dependent on the type of

⁶ This is available at: <http://www.dwp.gov.uk/publications/corporate-publications/welsh-language-scheme/>

diagnosis tool designed, so we cannot provide detailed requirements on which MI is collectible (this will be up to the supplier to provide). Some initial MI must could include:

- Basic analytics – total users (“user” being defined as completing the full diagnosis process), unique users, bounce /drop out rates, average time spent on the tool, access of content
- Bounce / drop off rate at each stage of diagnosis
- Time spent on each content category / sub category
- Outcomes of diagnosis, and click rates after diagnosis
- Advanced analytics – geo-demographic profiles if possible
- Note these are not exhaustive and the measures will heavily depend on the type of diagnostic tool. Recommendations from the supplier drawing on own expertise is encouraged

13. Contract Management Expectations

- 13.1. This section details the Commission’s contract management expectations. The contract will be managed by the Commissions Commercial team supported by Janet Wojtkow, Director of Programme Delivery, with day-to-day delivery managed by Raj Passy (the Project Manager).
- 13.2. Commission staff will be responsible for sign off of the final product. Full payment will be made when the Commission approves the Diagnostic Tool product.
- 13.3. The successful supplier’s proposal must include a production plan, which will form a costed schedule of the work.
- 13.4. The supplier will be required to deliver to their production plan which will form the basis discussions. A brief highlight report recording progress should be provided weekly to Commission stakeholders.
- 13.5. In addition, a weekly contract management conference call will be held to walk-through the highlight report, resolve contractual/variation issues and highlight progress against the production plan. Wider contextual issues will be discussed in this conference call such as emerging policy or stakeholder concerns.
- 13.6. The weekly conference call should be used to highlight if timescales become an issue and the production plan requires any change.

14. Delivery

14.1. The contract deliverables will be managed in a way similar to a project, i.e. against approved stages.

14.2. Delivery will be managed by Raj Passy, Project Manager, at CMEC. A weekly 'issues and actions' conference call will be held to explore and shape activities, resolve issues and help ensure the project deliverables are meeting the expectations of the Commission.

14.3. Work will be undertaken in agreed stages and will not progress without written approval of the stages shown below, provided in a written format (this can include presentations). The stages shown below should be added to the production plan in a sequence determined by the supplier:

- Proposal
- Functional specification and description of business logic
- Client Journeys through diagnosis
- Implementation Plan to handover the Diagnostic Tool to a supplier for design and build of the Web Application
- User persona proposal, to ensure all audience needs are covered
- User testing prior to handover and/or as part of the Web Application testing process in October

15. Quality assurance of the product delivery

15.1. The Commission takes quality assurance very seriously and it is expected that all deliverables will be high-quality, audience-appropriate and follow a logical sequence. Quality Assurance (QA) will be in accordance with the Commission's QA process, described below.

15.2. Roles and responsibilities will be agreed with key stakeholders for each of the deliverables (using RACI methodology), and QA coordinated by the Commission project manager, providing stakeholder comments via a QA form to the supplier. It is crucial that the supplier then manages QA at their end, and this includes auditable version control with comments either impacted or fed-back to the stakeholder if not appropriate to take forward.

15.3. If QA comments are not impacted or fed back to the respective CMEC representative, the deliverables may be specified as below standard.

16. Contract and Contract Terms

Contract terms

ITT Instructions and Evaluation

- 16.1. Suppliers should note that as the Commission is due to transfer to the Department for Work and Pensions on 1st August 2012, the contract will be novated to the Department at that point. The impact of the contract novation will not affect the Terms and Conditions, and is expected to be limited to a change to the Contracting Authority.
- 16.2. The draft contract that the Commission proposes to use is attached in a Terms and Conditions document (the Contract). By submitting a response, suppliers are agreeing to be bound by the terms of this Invitation to Tender (ITT) and the Contract.

Contract Period

- 16.3. The Contract period under which the diagnosis tool is provided will be for the period from 10th July 2012 to 7th November 2012, with delivery of the business logic no later than 3rd August 2012.
- 16.4. The overall contract period shall include the time required for the product delivery, testing, amendments, as well as a review of the final product prior to go-live and first few weeks in the live environment.

17. Invitation to Tender approach

Written response

- 17.1. You should respond to the questions in the accompanying ITT Supplier Response Template document. Responses should, unless otherwise agreed, be 'word-processed' using a font of no less than 12 point. The Commission reserves the right to reject responses if they are incomplete or received after the deadline shown above.
- 17.2. Suppliers should answer all questions accurately and concisely in the order they are presented in the ITT.
- 17.3. Supporting information should be clearly referenced to the relevant question within the ITT. Where copies of documents are requested as attachments, these will only be accepted in PDF Format. Please note embedded documents, unless specifically requested, will not be opened or evaluated.
- 17.4. Suppliers are instructed not to include any standard sales literature.
- 17.5. Answers and all supporting information should be legible and provided in English.

- 17.6. Documents/files should be split or zipped to ensure that they do not exceed 8Mb in size. Documents/files over 8Mb will be blocked by DWP firewalls.
- 17.7. The supplier response will be checked for initial completeness and compliance before evaluation.
- 17.8. The evaluation panel may seek further clarification from the supplier to assist in the evaluation.
- 17.9. Responses should be marked "Protect - Commercial" and sent password protected via e-mail to: david.nairn@childmaintenance.gsi.gov.uk by **12 noon 25th June 2012** (Please advise us of the password prior to sending your response).

18. Requests for clarification

- 18.1. Any requests for clarification should be made by e-mail to david.nairn@childmaintenance.gsi.gov.uk for receipt no later than **12 noon 14th June 2012** clearly stating in the subject matter of the e-mail "request for clarification". Responses will be provided within three working days wherever possible.
- 18.2. The Commission will provide responses to requests for clarification to all suppliers who have provided an e mail address. Responses will not identify the originating supplier. Suppliers must notify the Commission if they wish the Commission to treat a request for clarification as confidential. If, in the opinion of the Commission, the content of a request is not considered to be confidential the Commission will inform the supplier who will have an opportunity to withdraw the request for clarification.
- 18.3. Any clarifications received from suppliers will be treated in confidence subject to the Commission's legal obligations under the Freedom of Information Act 2000 (further information regarding the Freedom of Information Act is shown below) or otherwise.
- 18.4. The Commission may need to seek further clarification from Suppliers during the ITT process.

19. Timescale

- 19.1. The Commission proposes to follow the timescales outlined below. Whilst every effort will be made to keep to this timetable, strict adherence cannot be guaranteed and the Commission reserves the right to change these dates at its discretion:-

| Event | Duration |
|--|---------------------------|
| Bid released (ITT and detailed requirements) | 1 st June 2012 |

| | |
|---|---|
| Requests for clarifications | Up to 12 noon 14th June |
| Final responses to clarification questions | 18 th June 2012 |
| ITT response to Commission | 12 noon 25 th June 2012 |
| Evaluation Period | 25 th June to 4 th July |
| Inform suppliers of outcome | 6 th July 2012 |
| Contract start date | 10 th July 2012 |
| Product delivered to Commission | By 3 rd August 2012 |
| Successful supplier to provide 'briefings' of Diagnostic Tool to Web App supplier | From 6 th August to 31 st August 2012 |
| Build in testing, amends post-testing and ensuring the tool fully works in live environment | October 2012 |
| Contract End date | 7 th November 2012 |

20. Evaluation Approach and Selection Methodology

20.1. The objective of the evaluation process is to enable the Commission to assess the responses to this ITT and select a preferred supplier to proceed to contract award. Any contract awarded will be on the basis of the proposal which represents the most economically advantageous tender in response to this ITT.

20.2. Responses to Part B of the ITT Supplier's Response Template will be evaluated against the high-level criteria set out below:-

| Evaluation Sections | Weighting |
|---|------------------|
| The Context | 5% |
| Target Audience and Accessibility | 10% |
| Successfully interpreted the requirements | 30% |
| Expertise and Creativity | 35% |
| Value for money/Cost | 20% |

20.3. The Commission will also assess Suppliers responses to Questions 2-4 contained within Part A of the ITT Supplier Response Template but these will not be scored. However, Suppliers may be excluded from participation in the Tender process if the information provided

does not offer sufficient assurance or presents unacceptable financial risk (in the case of question 4).

20.4. Further guidance and explanation of the evaluation sub-criteria for both Parts A and B of the Supplier Response Template is contained within Part D of the ITT Supplier Response Template.

21. Rating of responses

21.1. Responses to the questions specified in the Part B of the ITT, Response Document (excluding Question 5 – Costs of Service) will be scored by the Commission using the following approach:-

| Mark | Description |
|------|---|
| 0 | Does not meet the requirements; no evidence provided. |
| 1 | Poor or limited response to the requirement, limited supporting evidence provided. |
| 3 | Fair; partially meets requirements but falls short in some respects, satisfactory evidence provided |
| 5 | Good; meets the requirements in most material respects and good evidence provided. |
| 7 | Very good; fully meets the requirements in all areas, very good evidence provided. |
| 10 | Excellent; fully meets the requirements in all areas and exceeds some or all of the major requirements. Provides excellent/detailed explanation and evidence. |

22. Financial scoring

1. Responses to Question 5 of Part B of the ITT (Costs of Service) will be scored as follows:

The lowest priced bid will attract the maximum score i.e 10 marks. All other bids will be scored in accordance with the percentage differential from the lowest priced bid. The scoring is set out in the table below:

| % difference from lowest cost bid up to and including | % of available points awarded | Score |
|--|--------------------------------------|--------------|
| 0% | 100% | 10 |
| 5% | 100% | 10 |
| 10% | 70% | 7 |
| 15% | 50% | 5 |
| 20% | 30% | 3 |
| 25% | 10% | 1 |
| >30% | 0% | 0 |

22. Contract Award

22.1. Contract award will be subject to successful internal approval, following which all suppliers will be notified of the outcome.

23. Debriefing

23.1. Following the award of contract, debriefing will be provided on request to all Suppliers.

24. The Commission's rights

24.1. The Commission reserves the right to:

- Waive or change the requirements of this ITT from time to time without prior (or any) notice being given by it.
- Seek clarification or documents in respect of a supplier's submission.
- Disqualify any supplier that does not submit a compliant proposal in accordance with the instructions in this ITT.
- Disqualify any supplier that is guilty of serious misrepresentation in relation to the tender process.
- Withdraw this ITT at any time, or to re-invite proposals on the same or any alternative basis.
- Choose not to award any Contract and/or to terminate this procurement process at any time.
- Make whatever changes it sees fit to the timetable, structure or content of the procurement process, depending on approvals processes or for any other reason.

25. Bid costs

25.1. The Commission will not be liable for any bid costs, expenditure, work or effort incurred by a supplier in proceeding with or participating in this procurement, including if the procurement process is terminated or amended by the Commission.

26. Complaints

26.1. The Commission is committed to public sector best practice.

26.2. For any commercial complaints in respect of this procurement, suppliers should refer to the Commission's commercial complaints process. The documents listed below can be obtained by written request::

- the Commission's Commercial Complaints Process;
- Information to accompany a commercial complaint; and
- the Commission's Commercial Code of Practice – Competitive Tendering.

26.3. For the purposes of this procurement any complaints or requests for copies of the above documents should be e-mailed to david.nairn@childmaintenance.gsi.gov.uk

27. Transparency

27.1. The Government has set out the need for greater transparency across its operations to enable the public to hold public bodies and politicians to account. This includes commitments relating to public expenditure, intended to help achieve better value for money. The Commission is obliged to publish Invitation to Tender documents for contracts with a value over £10,000. In addition, organisations looking to bid for public sector contracts should be aware that if they are awarded a new contract with a value of over £10,000, the resulting contract with the Commission will be published. In circumstances where it can be justified, redactions will be made to contracts before they are published in order to comply with existing law and for the protection of national security

28. Freedom of Information Act

28.1. The Commission is committed to open Government and to meeting legal responsibilities under the Freedom of Information Act 2000. Accordingly, all responses received, and any communication from the

supplier, will be treated in confidence subject to the Commission's legal obligations to reveal information in response to questions such as those from Parliamentary Select Committee's, MP's or Prime Ministers questions.

28.2. The Commission may also decide to include certain information in the publication scheme which is maintained under the Act. If you consider that any of the information included in your response is commercially sensitive, please identify it and explain (in broad terms) what consequences may result from disclosure if a request is received, and the time period applicable to that sensitivity.

28.3. Suppliers should be aware that if information has been identified as commercially sensitive, the Commission may be required to disclose it under the Act if a request is received.

28.4. Please note that the receipt of any material marked 'confidential' or equivalent by the Commission should not be taken to mean that the Commission accepts any duty of confidence by virtue of that marking.

28.5. Where a response contains personal data of any individuals, the supplier must ensure that the relevant individuals have consented to the inclusion of such data in terms which contemplate and agree that the Commission may be required to disclose and/or publish it.

29. Confidentiality

29.1. This ITT constitutes confidential and proprietary information of the Commission and shall not be disclosed in whole or in part by a supplier to any third party, or to any employees of the supplier, other than those who have a need to know such information for the purpose of responding to this ITT. It shall not be duplicated or used by the supplier for any purpose other than to consider and respond to this ITT.

29.2. The supplier shall not undertake (or permit to be undertaken) at any time, whether at this stage or after any Contract award, any publicity activity with any section of the media in relation to this competition or the Contract other than with the prior written agreement of the Commission. Such agreement shall extend to the content of any publicity. In this paragraph the word 'media' includes (but without limitation) radio, television, newspapers, trade and specialist press, the internet and e-mail accessible by the public at large and the representatives of such media.

29.3. The copyright in this ITT is vested in the Commission and this ITT may not be reproduced, copied or stored in any medium without the prior written consent of the Commission. This ITT, and any document

issued as supplemental to it, are and shall remain the property of the Commission and must be returned upon demand

30. Commission contact

30.1. If any information is required regarding the procurement or contract process please contact:

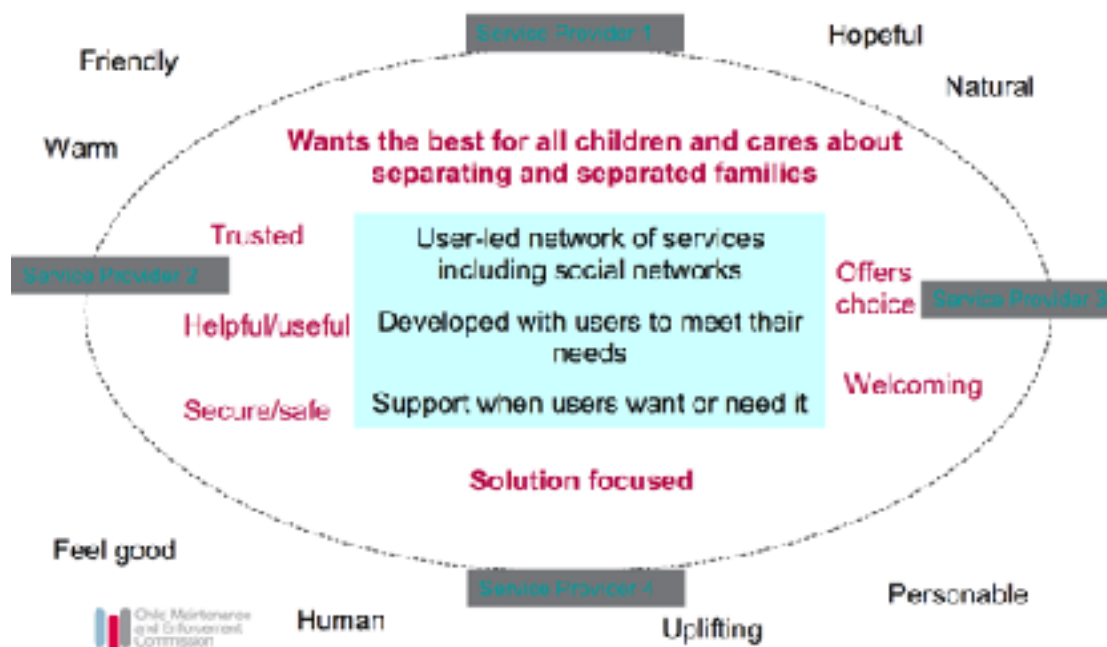
David Nairn
Commercial Management
Child Maintenance and Enforcement Commission
BP6001
Benton Park View
Longbenton
Newcastle Upon Tyne
NE98 1YX

Tel: 0191 2162904

Email: david.nairn@childmaintenance.gsi.gov.uk

Annex A - Brand Strategy

Brand Strategy summary



Coordinated family support services Brand strategy

Introduction

1. This paper outlines the key strategic brand elements needed to develop a user-led brand for coordinated family support services, aiming to be available from 2012.
2. It is based on Steering Group advice on proposed brand positioning, values and personality and represents the needs of different separating and separated families, whilst also taking into account current gaps in joined up family support service provision. These elements are grouped into themes consisting of words or statements that describe how a user will experience the brand; including services and social networks represented by the brand. They inform development of a brand identity featuring a name for the services and a logo also to be used as a quality mark. The elements will be tested with users to ensure they are pitched at the right level and appropriate for their needs.
3. Whilst there are existing family support services available in the UK, it can prove difficult for parents to navigate the system and find the help

and support they need throughout and beyond separation. The brand will bring together and convey the range of services available to them under one 'umbrella' brand to make it easier for parents to access this support.

4. As the brand builds trust and reputation it will set a benchmark for providing separated and separating families with reassurance that they are engaging in services including social networks that provide a positive user experience. The brand will help inform how coordinated services for separating and separated families could be delivered and help shape quality criteria when working with partner organisations.

Background

5. At the heart of the brand is the Steering Groups' vision of 'supporting families to thrive' together with their guiding principles for the services which set the foundation for what the brand will represent.
6. The brand elements communicate this vision and principles in a way that is meaningful to the user to positively influence behaviour throughout and beyond separation, so that parents collaborate in order to put their children first.
7. The brand will significantly contribute to achieving:
 - Shared understanding – We (end users) recognise these services, including social networks, are for us and our family
 - Shared support – We understand how the services can help us
 - Trust and quality – The services offer us the best support available and we know what to expect
 - Demand – We want to use the services as do other families (attractive to users)
 - Access – We believe we can easily use the services as and when needed at any point in the separation journey
 - Early intervention – We'll use the services first before going anywhere else when we need support
 - Positive user experience and client satisfaction – The services help us reach a successful outcome that meets our needs
 - Partner engagement to influence others working with separating and separated families such as GPs or teachers – We (partners) also have a key role in supporting families to thrive and our support is welcomed.
8. The brand will provide an umbrella for services including social networks focusing on support for separating and separated families as agreed with the Minister for Disabled People and Ministers from the Department for Education (DfE), Department of Health (DoH) and Ministry of Justice (MoJ). In time, it *might* expand to cater for families served by other third/voluntary/community, private and public sector services and a range of family circumstances – so flexibility is key.

Brand objectives

9. The brand will communicate to separating and separated families the availability of different coordinated family support services for them.
10. The brand will provide reassurance and reinforce perceived quality values in terms of:
 - a. informing the quality criteria delivered by services that are part of the network
 - b. meeting user needs and creating an emotional attachment by conveying to separating and separated families how the services can benefit them in a way that other services can't
11. The brand will resonate with users to help them overcome perceived barriers to using support services such as feeling judged, ashamed or believing they can't be helped, or the services aren't for them. Lack of judgement is essential in building trust in the services and users willingness to take the first step in seeking support.
12. The brand will support and encourage a defined set of behaviours:
 - Children first: putting the best interests of children at the heart of everything the brand delivers
 - Service use: accessing coordinated family support services including social networks is the norm
 - Diagnosis: directing separating and separated families to the services that are most appropriate for them
 - Collaboration: positive relationships between parents leading to a better working relationship which focuses on meeting children's needs
 - Parental responsibility: both parents taking care of their children in a way that leads to successful arrangements for everyone in the family, throughout and beyond separation
 - Separating and separated families working together: supporting the needs of extended family members such as grandparents so they can also successfully care for their family

Target audience

13. There are estimated to be 2.6m separated families in the UK who will benefit from coordinated family support services. This includes mums, dads, (including teenage mums and dads) step mums, step dads and siblings. In addition the services cater for the needs of the full spectrum of extended family members such as aunts, uncles, grandparents and close family friends, who play a large, influential role through separation and are often involved in key parenting or relationship decisions. For the purposes of this document, references to separating and separated families will include all these members.

14. We particularly want to widen access to family support services amongst non users or those who do not believe the services are relevant to them.
15. Separation can be a very difficult time for families, especially when children are involved. For many it can lead to conflict and feelings of shock hostility, loss, anger, resentment, guilt, stress, fear, shame and sometimes trigger depression and other mental health conditions. Dealing with the challenges that come with a break-up can be painful and upsetting with many, often very personal, issues to resolve.
16. Separation can also be a journey for people as they adjust and deal with the challenges that come with relationships ending. Families' needs are different depending on whether a couple have recently separated or have been parenting apart for some time. Very often the person who has ended the relationship can feel different or have different needs to the person who has been left.
17. The brand will enable separating and separated families to access relevant information and support as and when it's needed at any point along their journey including at times of crisis.

Brand positioning: what the coordinated services offer separating and separated families

18. The brand will be user led and form a network of services including social networks separating and separated families can engage and actively participate in. This means the coordinated services offer a consistent, high quality level of service as part of one community of support. Where existing services can be easily and simply accessed by family members and put children at the heart of their delivery.
19. The brand will engage with separating and separated families on a peer to peer level where users are in the driving seat and set the agenda based on what matters most to them, accessing support as and when it is needed.
20. The diagram below maps out *examples* of other brands offering information and/or support for separating and separated families. A full audit will be conducted during development of the brand identity.



21. What makes the brand appealing to users, aligned to available services, yet distinct and engaging is outlined as follows:

Developed with user needs in mind

| | | |
|--|--|--------------------------------|
| Offering what users want | Two way dialogue | Honest |
| Quality assured | Integrity | On the side of users |
| Connected/linked service | Full range of services for both parents | Integrated into users lives |
| Inclusive | Consistency of quality | Unifying theme |
| Joined up to reach solution/need | Across different socio-economic groups | Open to extended families |
| Accessible – no wrong doors | Pick and mix (combines free and paid for services the user can choose) | Diverse – not service specific |
| Reduced referral fatigue – wherever possible | Relevant to needs – tailored | |

Support when users want or need it – wherever or whoever they are

| | | |
|------|--|-------------------------|
| Easy | Users don't have to work hard to find it or use it | Instant/quick/immediate |
|------|--|-------------------------|

| | | |
|-----------------------------------|---------------------------------|-------|
| Responsive especially in a crisis | Right information at right time | Local |
| Available and always there | | |

22. As people will engage with the brand during emotionally-charged times, how it makes them feel is important. The following themes summarise proposed thoughts and feelings about the brand to help support the overcoming of any perceived barriers linked to emotion or attitudes:

Feeling positive

| | | |
|------------------------------------|--|---|
| Valued | Optimistic – but realistic | Hopeful |
| I've finally arrived at a solution | I want to go back and use again | It's working for me |
| I feel better | Helps me fill in the gaps | Helps me unravel stuff |
| Always there for me | I trust what they are saying | Helps me do what I need to do |
| I can move on | I know what I can get help with and what I can't | Helps me do the best for my children – I understand how families are important for children |

Reassures that it's ok to be me and in my situation

| | | |
|---|-----------------|--------------------------|
| Informal - not suited and booted | Content | Harmony – feeling at one |
| Makes me feel good | Safe | Provides peace of mind |
| Completely accepting of who you are | Non judgemental | Open minded |
| Relief/ relieves tension | Confident | I don't feel stigmatised |
| Feeling in control of the situation - having choice | Listens | Respect |

Brand values

23. The following two value themes convey what the brand stands for in line with what the coordinated family support services offer separating and separated families:

Wants the best for all children and cares about separating and separated families

| | | |
|--------------|-------------|---------------------|
| Welcoming | Trusted | Discreet |
| Secure | Safe to use | Gives hope |
| Approachable | Caring | Understanding |
| Respectful | Committed | Reliable/dependable |

Solution focused

| | | |
|----------------|-----------------|--------------|
| Empowering | Offers choice | Co-operation |
| Clear | Straightforward | Affirms |
| Accurate | Up to date | Skilled |
| Helpful/Useful | | |

Brand personality

24. As the brand will engage with people on a peer to peer level, it will look and feel friendly, warm, non-threatening and focus on the positive rather than the negative; an ally rather than an enemy. This is conveyed as follows:

Uplifting

| | | |
|----------|-----------|------|
| Friendly | Feel good | Warm |
|----------|-----------|------|

Human

| | | |
|-----------------|------------|------------------|
| Normal | Personable | Agony aunt/uncle |
| Natural/Organic | | |

25. The agony aunt/uncle analogy will be explored as part of brand identity development to determine how such roles are perceived by separating and separated families, whether they are relevant to the brand and if so, how they could be conveyed within in. For example through positive associations with public national and local champions (Dear Deidre/Dr Raj Persaud/Philip Hodson etc)

26. It will be tested with both men and women to determine how men perceive these roles so we can ensure they are not something only women relate to.

Evaluation

27. The brand elements (positioning, values and personality) in this paper will be tested qualitatively to ensure the themes and words or statements are relevant to the needs of separating and separated families especially in the long term. This will include exploring attitudes and behaviours that mums, dads, step mums, step dads and extended family members have when engaging with family support services, barriers preventing them from seeking help and service delivery expectations.
28. The proposed identity will be also be tested with mums, dads, step mums, step dads, including those who are hard to reach, and extended family members together with service partners to ensure it reflects all the brand elements and is effective in encouraging use of the coordinated services.
29. The sample will include both users and non-users of services. This includes those who currently use Steering Group member (and other) services and those who need the most intensive help such as those who are dealing with mental health conditions, drug or alcohol addictions, domestic violence etc.
30. As this is a new brand, brand awareness, perceptions and equity will be based pre-launch and tracked at regular intervals. It will be conducted with key stakeholders including service partners and support groups as well as mums, dads, step mums, step dads and extended family members. This will involve regular quantitative research which will begin before the brand is launched to establish a baseline.
31. A separate evaluation strategy covers all these elements in more detail and will be used to inform a brief for testing the brand qualitatively – including discussion guide questions to tease out views.

Creative development

32. The brand elements will shape the following outputs:
 - Name to describe the brand and the coordination of family support services and the channels through which these are accessed; including online and telephone support
 - The same logo to visually represent the brand and quality assurance – only representing those services offered to separating and separated parents (rather than covering all services offered by partner organisations)
 - Guidelines for how the brand can be conveyed through design, colour, layout, imagery, language and tone of voice; across a range of

- channels, ensuring the brand meets accessibility guidelines for use both on and offline
- Guidelines on how the brand can be applied with different brands, such as a lead-partner or supporter brand
33. Specialist creative advice will be sought to determine the most effective way to communicate the brand identity to users in a way that reflects the key elements and meets objectives.
34. The identity will be used alongside other partner brands delivering services for separating and separated families and will complement and support these but still have standout.
35. It will also be flexible enough to have visual appeal when used across channels both on and offline.
36. When exploring the different options, consideration will be given to different cultural values and how people decode meaning from symbols and language to ensure the identity communicates the right messages.
37. Use of the words 'family', 'parent' and 'child' will also be explored as part of the name or phrase for the services. Insight shows that parents going through separation preferred to be referred to as individuals or adults and for services to relate to them on a personal level as being a parent is just one role they have in life (but doesn't stop them from putting the child first). 'Parent' can also be a gendered word often perceived to be mother. Alternatives will be considered to address this as well as creating a point of difference and standout from other coordinated services in this space using these words.
38. Consideration will be given to the common language that binds families but individuals can relate to, including men. This includes thinking about the tone of voice needed to demonstrate a two way, equal relationship that doesn't patronise or make users feel uncomfortable. The brand doesn't talk at you, it talks with you.
39. The identity will be independent from government as insight shows that many families prefer to distance themselves from government when dealing with personal matters for fear of judgement or because they feel other organisations are better placed to help them. Creative advice will consider the personality, style, tone of government brands and communications to ensure clear differentiation and no risk of association.
40. Instead the brand identity will reflect that it is user-led and people focused rather than corporate or organisational. This includes using warm and friendly graphics that users can relate to.

41. Consideration will also be given to other brands currently engaging separating and separated families to create something that's unique and isn't confused with other brand identities, especially as the online world is cluttered and people have limited time to search for information. Therefore it will be iconic, easily recognisable but simple enough to be understood by different family audiences including ethnic minorities and those with learning difficulties.

Identity options considered by the Steering Group:

- **Option 1:** Brand logo also used as quality mark
- **Option 2:** Combined brand logo and quality mark with brand logo also presented separately
- **Option 3:** Separate brand logo and quality mark

Option examples:

Option 1



Option 2



Option 3



Option 1 chosen as the most appropriate way to convey the brand and quality assurance.

Annex B – Content Proposal

Content Outline (the procurement of the content needs further discussion)



\\Dfs52696\folders\
FAMILY SUPPORT SEF

Annex C – Expert Steering Group and sub groups

