

Digital Upgrade – Website Redevelopment

April 2022

Clore Leadership is seeking to work with an experienced and dynamic digital agency to upgrade its digital capacity, centered around an update of its website <https://www.cloreleadership.org> and integrated CRM to improve usability, accessibility and security, and enhance its facility for integration with off-the-shelf platforms to deliver online learning.

About Clore Leadership

Clore Leadership is a dynamic and inclusive resource for leaders and aspiring leaders in the arts, culture and creative sectors. Our purpose is to cultivate excellence and innovation in the leadership of culture.

We provide leadership development programmes, promote thought leadership and fresh ideas through debate and challenge, and offer access to an alumni network of over 2,000 leaders working across the cultural and creative industries. <https://www.cloreleadership.org/network>.

Our programmes range from a tailored Fellowship, through intensive leadership courses, leadership development days, seminars, webinars, conferences and events. Our flagship residential courses generally accommodate cohorts of approximately 20-25 participants. Whilst much of our work is focused on face-to-face courses and residential, we are also keen to maintain our provision for online-learning.

To offer the broadest spectrum of opinion, we commission and encourage research and provocation pieces from a rich variety of sources, keeping abreast of leadership knowledge and opinion. We publish a quarterly sector newsletter which reaches a mailing of over 14,000 and our website traffic has engaged between 5,500 and 11,000 users per month in the last quarter.

Our values underpin everything we do:

- Excellence: we provide exceptional quality experiences, resources and opportunities for leadership development.
- Inclusivity: we encourage learning from the broadest perspectives by embracing diversity (of thought and experience).
- Learning: we inquire and challenge to evolve and continually deepen understanding.

Objectives for the Work

Digital transformation is at the heart of our thinking and we have worked with Digital Strategy Consultancy Unthinkable Digital to develop a 'Hub & Spoke' model, placing the website at the hub of our work. We are now seeking the web development expertise to implement that strategy, building strong digital foundations, effective solutions to improve the efficiency of our work, and enhance the engagement experience for our learners and audiences.

We are not undertaking a business rebrand or seeking a new 'look and feel'. Rather we seek improvements and modernisation to achieve a website that acts as a brand 'shop window' that

- Highlights the range and quality of our programmes
- Communicates thought leadership on a range of leadership issues and perspectives
- Inspires curiosity and an ambition for leadership learning
- Stimulates active engagement with our programmes and resources
- Encourages dialogue and facilitates two-communication
- Delivers best practise technical SEO and exceptional UX.

The Clore Leadership uses Drupal 7 as a CMS and we wish to upgrade this to Drupal 9. We use a bespoke version of CiviCRM, adapted to our requirements. Alternative CRM suggestions, compatible with Drupal 9, may be considered, if supported by a convincing cost/benefit analysis.

Requirements¹

Technical requirements

- Upgrade to Drupal 9 CMS (from Drupal 7) in line with the end of life schedule for version 7, ceasing in November 2023
- Upgrade the CRM for compatibility with Drupal 9
- Replace Universal Google Analytics with Google Analytics 4 and Google Tag Manager

Design requirements

The new site will need to:

- Use the existing visual identity and design
- Enhance UX of the site, ensuring that the information architecture and navigation menus are both intuitive and simple
- Redesign the application and on-boarding process to be responsive and digital first, accommodating online assessment, moderation and selection activities
- Provide a secure members area for our users - the facility for discrete participant areas by course cohorts (20-25 people); enabling users to access and submit resources in one place; and affording easy and effective navigation and communication within the cohort and with the Clore Leadership team
- Improve speed of processing and modernise the existing CSS
- Optimise the capacity for flexible integration of multimedia (video, storage, YouTube etc.) to ensure maximum engagement with a range of learning assets
- Ensure optimum accessibility for a broad range of user needs
- Improve the SEO and the readiness for future adaptations.

Compliance requirements

The website and all web architecture and applications must

- Meet the highest possible accessibility standards with a minimum Level AA compliance using the [WCAG\) 2.2 Guidelines](#)
- Ensure full compliance with [The General Data Protection Regulation](#).

Other requirements

- An appropriate maintenance contract including provision for Server monitoring and technical support for complex adjustments
- Staff training as necessary
- KPIs for measuring success
- Advice on compatible website hosting requirements

¹ Further technical and design requirements supplied on request.

Your Proposal

Your proposal can be submitted in any format you consider suitable for this project and should outline:

- Your understanding of the brief
- Your approach and methodology including:
 - your understanding and approach to accessibility
 - how the website will meet customer needs
 - anticipation of user journeys and priorities
 - development of an interactive member login area
 - best practice for innovation and responsiveness
 - your approach to migrating site data
 - consideration for feedback and improvements to the site
 - your approach to website maintenance and ongoing support
- A work-plan and timetable for the delivery of the work, including key milestones

- An outline of your experience and suitability for this work
- Your process / metrics for tracking project management and delivery
- How you manage complexity and prioritisation
- Your ability to deliver quality projects on time and to budget
- Short biographies for all team members
- The details of two existing / previous clients we could contact for references, along with relevant case studies.

- A budget outlining costs for preparation and delivery of the programme of work, including daily rates for all members of the team and any other expenses to be incurred. Please include VAT in your costings if you are registered.

Assessment Criteria

Meeting the brief: The calibre of the proposal in terms of meeting the brief, specifications and outcomes	35%
Consultant skills and experience: Demonstration and track record of complex website development and relevant skills, experience and aptitude	35%
Project management: Experience of delivering similar projects to time and budget	15%
Demonstrable value for money: Taking into consideration financial and qualitative factors, fitness for purpose, delivery and availability.	15%

Budget

The budget for the full programme including design, build, test & launch should not exceed £55,000 (+ VAT). Any suggestions for additional features and enhancements should be costed separately.

Submissions

We welcome tenders for this work no later than **10am 3rd May 2022**

Interviews will take place on 9th/10th May 2022.

Please send all proposals to Nicole Atkinson: info@cloreleadership.org

If you have any questions about this brief, or seek further information, please contact Rebecca Usher: rebecca.usher@cloreleadership.org

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