



Crown
Commercial
Service



G-CLOUD 11

SERVICE DEFINITION

OPEN SOURCE WEB DEVELOPMENT AND
DRUPAL CMS DESIGN SERVICES

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Date: 22nd May 2019

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1. INTRODUCTION

Nudge Digital is an award winning digital agency based in the heart of Bristol. We help our clients to evaluate and gain a deep understanding of their users and their detailed needs, develop innovative digital strategies and solutions to meet their business objectives and gain insight into ongoing performance against defined objectives.

Over the last 11 years Nudge have become experts in open-source development and CMS projects for a wide range of government departments and well known private sector brands, specialising in designing effective online services and delivering using agile GDS principles and methodologies.

We have lots of experience in taking our clients successfully through GDS assessments as we move through Discovery, Alpha, Private-beta, Public-beta to Live.

We achieve a user-centred, GDS methodology by:

- Understanding user needs and conducting research to develop a deep knowledge of who the service users are and what they need
- Developing a deep understanding of the project drivers, business KPIs
- Rapidly prototyping ideas and solutions at an early stage based on a full understanding of business objectives, end-users' needs, user-testing and great user-experience
- Using analytics and tools to accurately measure project and solution KPIs

What sets Nudge apart, we believe, is our focus on driving results and making each piece of digital work measurable. Great websites and digital services need to fundamentally support the department's strategy and your service users' needs and are NOT just there to look pretty.

1.1 Service features

- Open Source - no software licence costs
- Nudge are public sector Drupal experts
- Drupal has a high-level of adoption across UK and global public sector
- Advice based on Drupal best practice and experience
- Optimised performance and custom code development
- Robust and highly-proven functionality

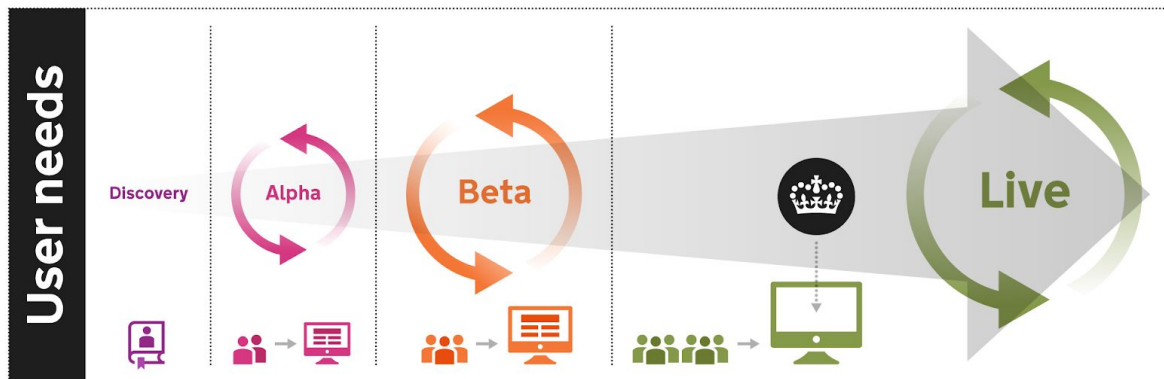
1.2 Some recent Drupal projects

- Currently working with Home Office on the new National Fire and Rescue website
- Pension Protection Fund - mid-flight on the delivery of their new website presence
- Civil Service Job Share Finder - www.civilservicejobshare.service.gov.uk
- Business West - www.businesswest.co.uk
- EYN Partnership - www.eynpartnership.org
- Home Office / National Fraud Authority - www.becyberstreetwise.com

2. SERVICE DESIGN

Our delivery methodologies are designed to ensure our services are useful, usable, efficient and effective; we embrace a human-centered and holistic approach that focuses on client experience, how we work effectively together and the quality of services we provide.

We design and deliver effective solutions by focusing on excellent and intuitive user-experience consistent with GDS principles. We've achieved this by using highly user-centric and agile methodologies with .GOV departments including MOD, Health & Safety Executive, Home Office, Department-of-Health, Civil Service and many others.



Potential project requirements

Most of our client's projects will include some or all of the following project elements:

Discovery - Research and planning:

- Onsite meetings and workshops
- Project planning, scheduling and milestones
- Business strategy and objectives
- Project scoping
- Technical and strategic planning
- User requirements and persona development
- Benchmarking and KPI reporting

Alpha - User experience and creative design:

- User interface (UI) / user experience (UX) design
- Rapid prototyping - interactive wireframe development
- User-testing
- Iterative design process
- Alpha assessment

Beta - Agile development:

- Bespoke open-source development
- Content management framework setup and configuration
 - Back-end development of agreed features and functionality

- o Front-end development - standards compliant HTML5 and CSS3
- WCAG accessibility compliance
- Internal quality assurance
- Security testing and compliance
- Sandbox / testing environments
- Beta assessment x2

Management and support:

- Day to day project management
- Face-to-face training
- User training manual (provided via wiki style portal)
- System deployment and testing
- Hosting management
- Ongoing Support and maintenance

Marketing services:

- Search engine optimisation
- Pay per click
- Email marketing
- Social media management
- Conversion rate optimisation

2.1 GDS Project Process

In all projects we use a standard delivery approach and methodology built on strong project management and a set of proven GDS principles and processes to ensure 'on-time' and 'on-budget' GDS compliant delivery. These processes govern the way we manage ourselves internally, the documentation that we use and the review, testing and quality assurance procedures that we adhere to. We have worked with many government departments on a wide range of projects over the last 8 years including the Home Office, MOD, Department of Health, Cabinet Office, Health & Safety Executive, NHS and many more.

2.2 Discovery

The discovery phase must capture a comprehensive understanding of the business objectives, a full appreciation of audience needs and the potential technologies requirements to deliver an intuitive bridge between them.

- It's a collaborative and interactive process involving **primary and secondary research**
- We hold **stakeholder engagement** and focus groups
- We need to establish **who your users are**
- We develop personas to **understand your audiences**
- We discover **user needs** and develop **user stories**

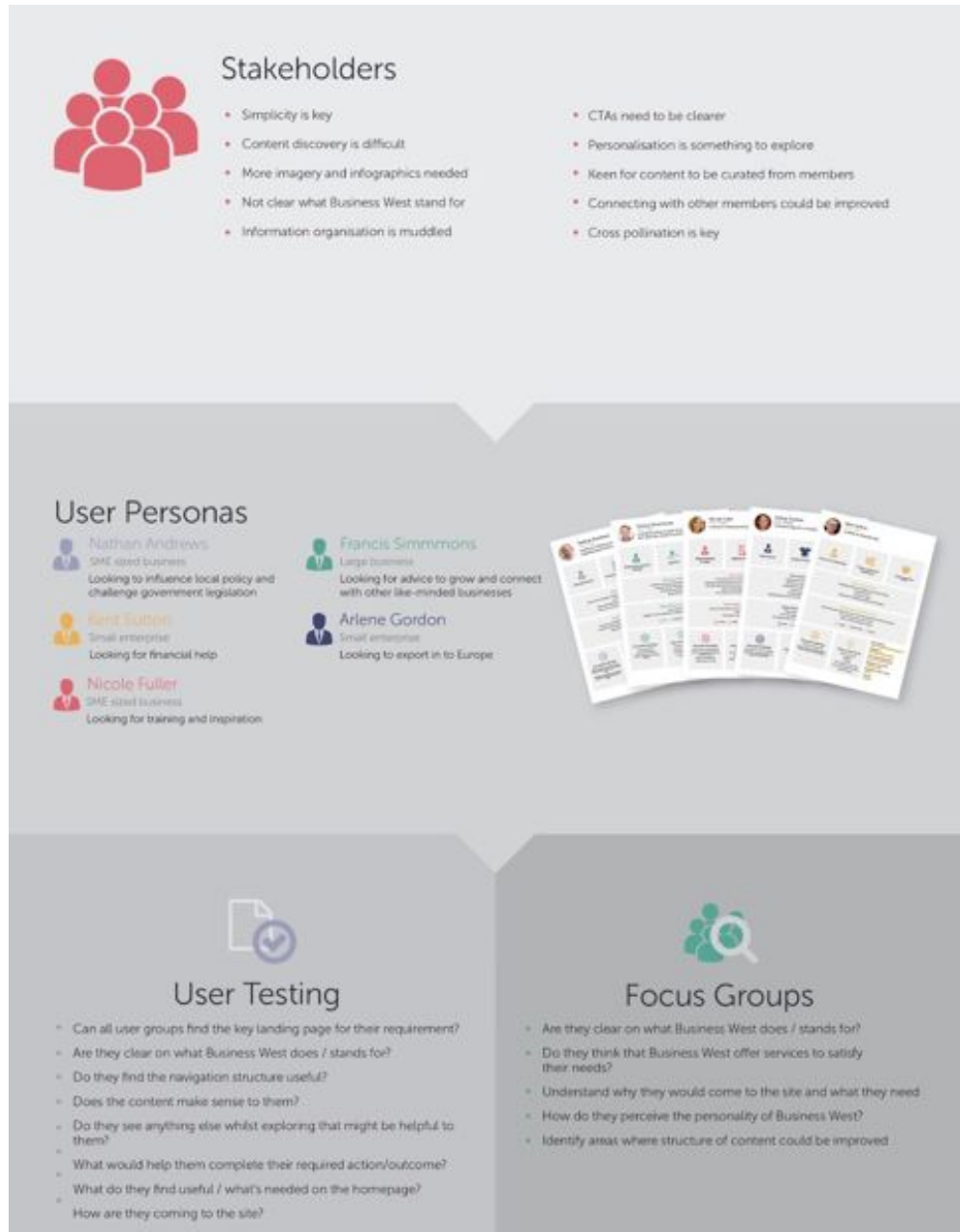
- **It's user-centric**, iterative methodology throughout
- We like to **sketch and test** our ideas

GDS - *"Your discovery should usually take between **4 and 8 weeks**"*

We achieve these insights by holding a series of project discovery and planning meetings and workshops with your internal stakeholders and external service users.. The depth and complexity of these sessions are tailored around the complexity of the project in question but a general rule Nudge will attend these sessions with representatives from each department within the project delivery team.

Understanding your users

The infographic example below summarises some the various summarised elements of the output from a comprehensive discovery exercise we carried out for a recent client for a discovery, planning and scoping project.



Technical appraisal

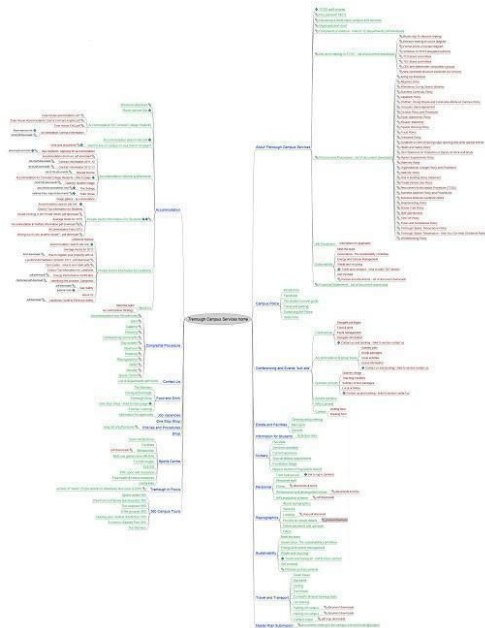
Our technical team will also work closely with you to map out all potential web and business processes that need to be integrated with and/or taken into account.

Existing systems analysis:

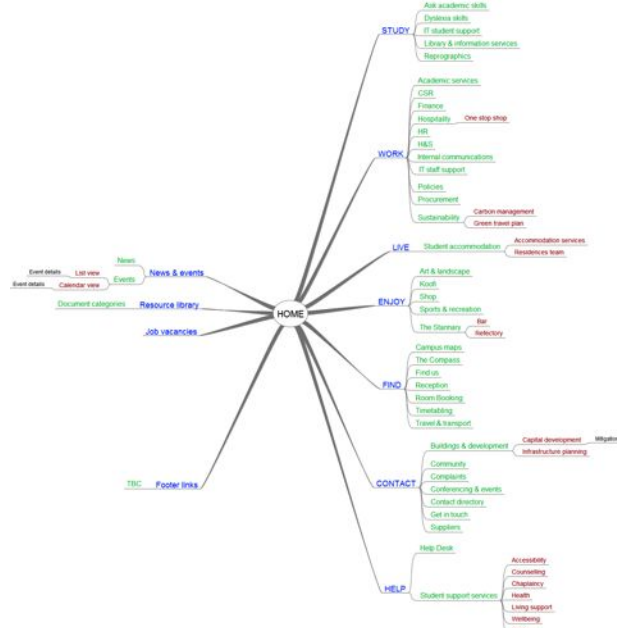
- Systems landscape mapping
- Identify opportunities for systems & IA rationalisation / optimisation

Example of website Information Architecture rationalisation.

Before

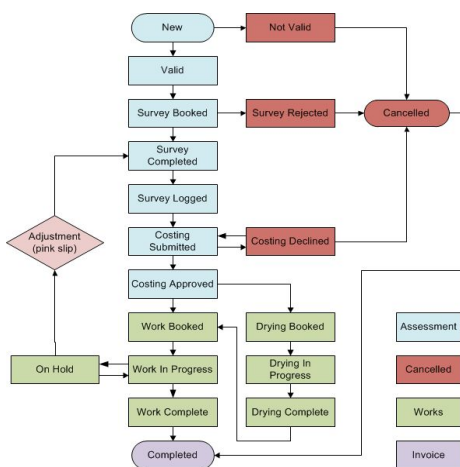


After

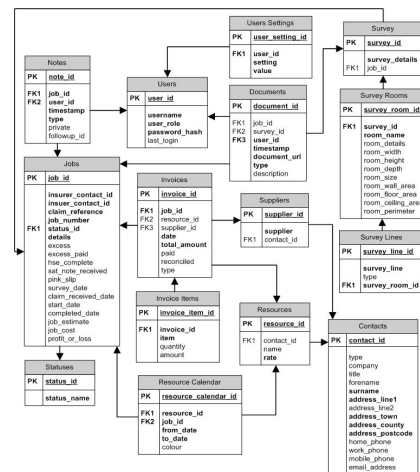


Example of process mapping and subsequent UML schema.

Process Mapping

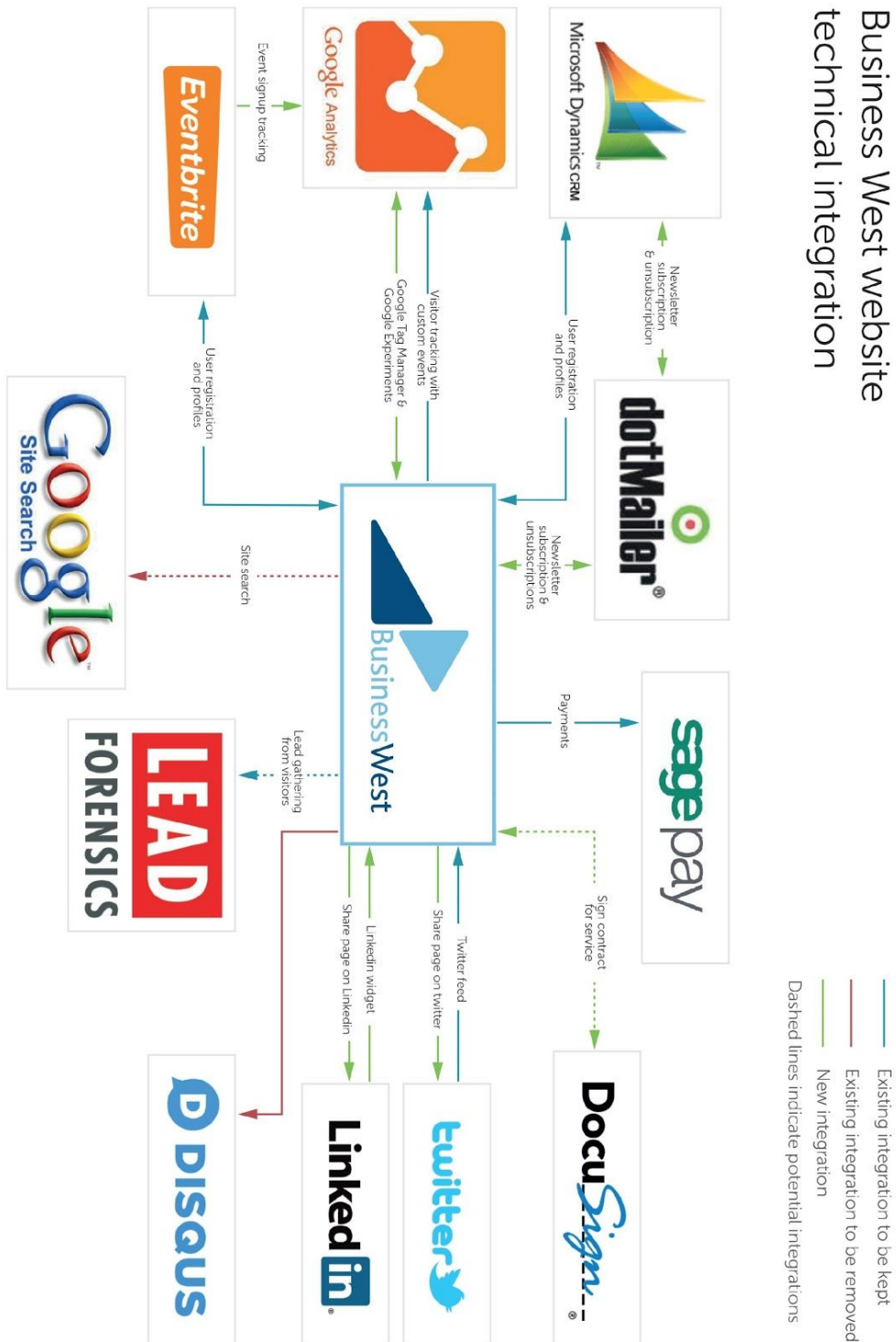


Entity Relationship Entity Diagram



An example of some functional integration mapping we conducted recently for our client, Business West.

Business West website technical integration



2.3 ALPHA

“Alpha is the service development phase that comes after discovery”

- We build **prototypes**
- It's an **iterative and agile process** for the creative teams
- We test our prototypes with **real users**
- This helps us to **determine the feasibility** of our approach
- We test assumptions, **find problems** and identify risks
- We'll be **engaging with GDS**, a small group of end users and your stakeholders
- From day one, we'll be working towards **GDS assessment** at the end of alpha

GDS - “Most alphas are **8 weeks** long”

UX design

Wireframe prototyping

Creating an intuitive and easy-to-use interface (usability) with an enjoyable user experience (UX) is a key factor to a successful project outcome for our clients.

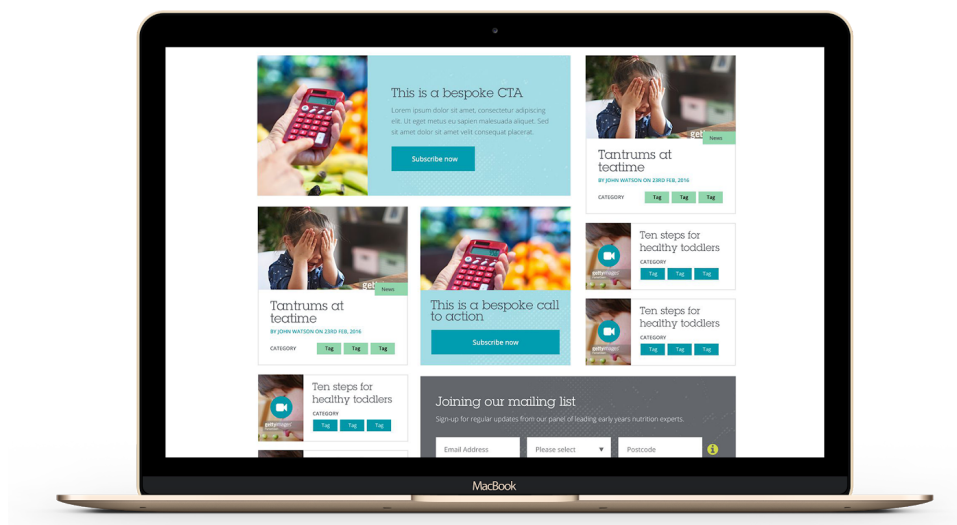
As well as meeting all of their needs where possible the new site needs to look great and be easy to use. Interactive wireframes are essential in exploring how proposed digital solutions meet these needs. Nudge will, as a minimum, start developing wireframes of the home page and all main inner pages.

Wireframing example - EYN Partnership

URL: <http://ux.nudgeclients.co.uk/9W0NLF>

Password: Nudg32016

Note - you can toggle the device view in the top left hand corner of the screen.



Nudge is highly-experienced in translating and optimising design across multiple device formats. This includes considerations around menu structures, limiting the amount of displayed text, image minification, using exact image dimensions to minimise any browser scaling, careful use of parallax scrolling and many other aspects.

User Testing

We conduct user testing against the interactive prototypes. Users are tasked with challenges or expected tasks or user journeys. We observe users completing a selection tasks whilst encouraging them to voice their thoughts and thinking logic during the testing. All activities are recorded on screen and video and can be reviewed by the client web project team.

- User Testing format

Generally testing with 5 users will find 85%-95% of the main issues. So when we test, we iterate with users in groups of between 4 - 5 - 6 until we are happy we have identified and solved all of the issues that present themselves, ensuring that testing can be expedited and doesn't become a barrier to progressing the project.

- Recruitment of test subjects

Nudge is happy to select and recruit test participants on behalf of our clients. We generally utilise a local company called 'People for Research' as they are able to provide a wide range of profiled testers at short notice and cost effectively. We have also recruited test subjects directly when the requirements, in terms of personas and demographic profile, were not readily available.

- Lab based testing

During testing users will be observed completing their various tasks identified from your persona development and associated user journey planning. Users are also encouraged to vocalise their thought processes and thinking logic when completing the scenario. We then assess the subject's performance and record their performance against each task in a table.

- Capturing user-testing feedback

Below is a sample view of part of the Cornwall College user testing feedback and analysis summary matrix to illustrate how user-testing outcomes can be applied to specific user task scenarios.

		Completed task									
		Struggled to complete task or partially completed task									
		Failed to complete task									
		Task did not apply to this user									
Task	School Leaver			University				Adult			
1											
2											
3											
4											
5											

Creative design

Once agreement is starting to be reached on prototyped wireframes, our creative design process kicks in. It is designed to create a highly collaborative environment within which we aim to explore concepts and ideas before iteratively moving towards a set of final designs.

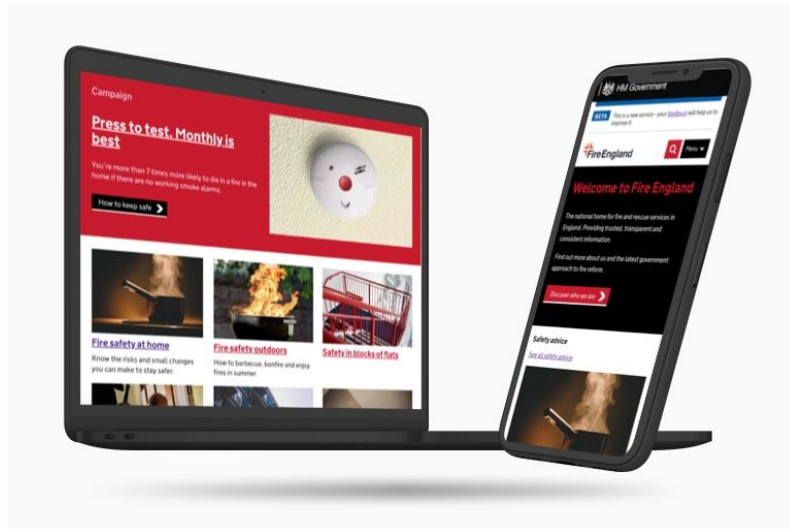


We will work with you to understand the branding, look and feel desired and style. A base style will be agreed which will then be used to create a full design for any inner pages.

- Stage 1

The first step is to create a Creative Brief and initial exploratory brand concept work. Once we have agreement on the Creative Brief and early brand concept work we move towards the first set of design concepts.

Our standard process will see the creation of 3 high-level concepts that illustrate the potential look and feel for the home page. Following an in-depth meeting to discuss and gain feedback on the initial concepts with the client project team, we move towards stage two of the process.



- **Stage 2**

Will build upon the client's feedback and create further concepts depicting the homepage and key inner pages that addresses the main content types, features and functionality. Again, these are discussed and any feedback is accommodated within stage 3.

- **Stage 3**

Nudge will produce mock up representations of the website and will include the home page and selected other unique page templates. Where time allows, designs may be applied over your fully responsive interactive wireframe prototypes to ensure get the best possible representation of how the final designs will look, feel and work.

The creative design process funnel is designed to allow the client to be highly involved and influential throughout the process and if design ideas or concepts are not well received at any stage, they can be removed from the process very early on.

2.4 BETA

"Build a **working version** of the service based on your alpha prototypes. The version you build must be able to handle real transactions and **work at scale**"

- It's an **iterative and agile development** process with tasks separated into fortnightly sprints
- **We hold daily stand-ups** between project team
- We aim to deliver a **releasable product** at the end of each sprint
- We'll be making **plans for the launch**
- We need to ensure **measuring KPIs** is at the heart of what we're doing
- **Accessibility audit** and assisted digital considerations are taking place

- We'll be engaging with GDS, all **end users, stakeholders** and content editors
- We launch a **restricted private beta** first to a limited user group before launch
- There are **2 GDS assessments** to be aware of:
 - At the end of **private beta**
 - At the end of **public beta**

GDS - "If you've got the right team in place it shouldn't take more than a **few months**"

Technical Development

For all projects, Nudge creates a comprehensive and detailed document that outlines all of the functional scope for the project. The specification is modular where possible to allow tasks to be completed by different developers.

The specification (scope) requires approval by the client; once the specification is signed off, then specific milestones and tickets can be created for each agreed feature and allocated to each sprint in the project management system; resources will be allocated to the calendar and development work can start.

- Sprint cycles

Running an agile project process allows features, user experience and requirements to change along the way. The principle of agile development is to agree a 'sprint', a defined number of user stories to be delivered in a defined timeframe, and at the end of the sprint have a working prototype of those user stories for demonstration. In our experience a mixture of initial waterfall and soft-agile implementation delivers the best possible solution whilst being realistic within defined budgetary targets.

One of the benefits of running an agile approach is the ability to modify the course of a project during the development phase. If the project is to be fixed budget, any changes to the originally agreed user stories will be carefully managed by your account manager as there may be a time and budget implication (i.e. your changes may necessitate more sprints than originally budgeted for). Either increasing the budget, decreasing the scope in other parts of the project accommodates these potential changes or placing into a future phase of work.

- Backend CMS configuration

All development carried out by Nudge is done based on the best practices including the use of source code control, writing well documented code and utilising modularity and abstraction where possible.

- Front-end implementation

Theming is carried in fully standards compliant HTML5 and CSS3 (W3C validator used for checking HTML and CSS syntax). As standard, Nudge guarantees the website will be fully functional in the following browsers; Firefox (PC and Mac), Safari (PC and Mac), Google Chrome, Internet Explorer 8+. As part of its internal Quality Assurance, all Nudge websites

are fully tested using BrowserStack to ensure great performance on a comprehensive range of browsers. Please see browserstack.com for full list.

- **Accessibility**

Nudge has an in-depth understanding of the Web Content Accessibility Guidelines 2.0 (WCAG 2.0) and is comfortable producing Drupal websites that conform to these accessibility standards to priority levels A, AA, or AAA; balancing the sometimes conflicting requirements of accessibility, usability and aesthetics.

One of our development projects with Bristol City Council was to ensure the successful WCAG - Level AA compliance of www.bristol.gov.uk website in order to achieve the Shaw Trust Web Accessibility Accreditation



Designed to be the most comprehensive accessibility accreditation service available (and endorsed by GAWDS -The Guild of Accessible Web Designers), it combines a full technical audit with rigorous disability user testing. This project requires a full testing program in conjunction with Shaw Trust to demonstrate and prove accreditation against strict WCAG AA criteria.

- **Status reports**

Throughout the project you will be kept up to date with status reports on a regular basis. The Project Manager will generate weekly schedule data for the report before passing it to the Account Manager to complete and forward to the client.

- **Version control**

All work is version controlled and stored in a secure git repo. The git repo is stored remotely and has frequent secure off-site backups to prevent data loss. Any files containing sensitive information (such as database credentials) are excluded automatically from the version control system. All code pushed to the git repository can be traced back to a specific developer.

- **Internal quality assurance**

All work undergoes automated lint testing which checks for PHP and JavaScript syntax errors. Any errors that are detected in committed code are sent automatically to the developer, lead developer and technical director for review. The code will be tested for bugs and anomalies during our internal UAT check stage, but in addition to this we will conduct a peer review where all custom code (PHP and JavaScript) will be peer reviewed by another developer.

- **System documentation and Training**

All Nudge websites are delivered with comprehensive Wiki style systems guides and hard copy PDF versions (as required). We augment these training tools with face-to-face training for in-depth training and on-going webinars for refresher courses.

Nudge will define all training requirements for each level of administrator throughout the team and an individual training program will be designed for each type of role. Several roles may require more complex training to accommodate a deeper level of understanding, enabling them to achieve more complex tasks such as template development, menu changes and new pages etc.

The training sessions may be delivered using a variety of channels including:

- Face-to-face training sessions for end users
- Face-to-face training sessions for train the trainers
- Online Wiki-style system guide
- Interactive webinars
- PDF reference guides
- Each resource will be customised for specific user roles and associated permissions.

Nudge will mobilise a training team to provide face-to-face training. These face-to-face sessions will be supported and followed up with a number of online tools such as the wiki system guide and webinars and offline resources such as PDF guides.

Well planned training delivers a sustained program of sessions that will develop alongside the user as their usage and understanding of the system progresses. Refresher training sessions will be planned and delivered to support users on an ongoing basis and ensure they're using the CMS in an optimal and time-effective manner.

- **User acceptance testing**

Once the project is handed over to the client for UAT no further work will be carried out on the project until you have responded to avoid us changing things whilst you are looking at the project. Any issues or comments are reported to your Account Manager who will record and relay them to the development team; any bugs found during the UAT phase will be reviewed and fixed.

- **Go-live**

We will then fully test the portal internally, using a hosts file to accurately simulate the live environment. Once we are satisfied that the website works correctly on our production server then we can make the code available to you for deployment.

2.5 LIVE

"The time to keep **improving your service** based on **user feedback**, **analytics** and your ongoing **user research**"

- It's an iterative process of ongoing user research, development and testing
- Measurement of analytics using **KPIs to inform our actions**

-
- We monitor status to maintain **uptime** and **availability**
 - **Ongoing vulnerability** and penetration testing
 - **Continual performance** and load testing
 - **Support** can include:
 - Hosting management
 - Security updates and patching
 - Working through feature backlog
 - Improving UX and functionality
 - Data-driven conversion rate optimisation

3. DRUPAL CONTENT MANAGEMENT SYSTEM

Many of our projects require us to develop using many different types of content management system including Drupal, WordPress, WordPress VIP, Concrete5 and Joomla etc. This gives us the added advantage of being able to choose the best possible fit for your requirements. However, Drupal (and to a lesser extent, WordPress) has been widely adopted across .gov.uk due to its power and performance across a variety of considerations.

Drupal headline features:

- Open source
- Free (or inexpensive) licensing
- Actively maintained and supported
- Easy to use for administrators
- Excellent security record
- Easily extensible and scalable
- Extensive functionality out-of-the-box
- Wide range of free modules adding functionality
- Low ongoing cost of maintenance

3.1 WHY DRUPAL?

Drupal is an open source Content Management Framework (CMF), unlike a typical Content Management System (CMS); it is geared more towards customisation and configurability. Drupal has no upfront or recurring license fees.

Out of the box, Drupal will provide key features to meet many of your requirements such as users, roles, permissions, content management, workflow, clean URLs, a multi-level menu system, user comments, user registration & authentication and built-in caching & optimisation, content publishing rules, user directories and search.

These 'out of the box' benefits mean we can focus your budget, not on creating core functionality, but on customising and creating a great user experience for your audiences and internal admin teams. Drupal CMS is designed for ease of use and the admin dashboard can be configured and customised to suit the requirements for each user role and associated set of permissions.

Drupal is designed to be built upon; i.e. customised and extended. The core software allows developers to create bespoke functionality and to integrate with third party systems. Nudge has a long and proven track record of integrating systems, and using Drupal. The 'Drupal advantage' of having much of the core functionality built in, allows us to change the system and adapt to user feedback quickly and efficiently. It allows us to iterate the solution to an optimal point before delivery.

Nudge has lots of experience of developing Drupal solutions; designing templates, themes and modules for a wide-variety of private and public sector clients. All Drupal

configuration and development carried out by Nudge is done based on the best practices as recommended by Drupal including the use of source code control, writing well documented code and utilising modularity and abstraction where possible. Drupal is supported by the active developer community making any solution easily portable to another supplier or development partner if necessary.

Standard 'out of the box' Drupal features:

- **Simple web-based administration** - The CMS can be administered entirely using a web browser, making it possible to access from around the world, and requires no additional software to be installed on your computer. Any page's content can be edited by simply clicking "edit", changing the page as desired, then clicking "save", reducing the number of clicks required to edit content.
- **Content creation** - Various content types (such as pages, news articles, blog posts, etc.) can be created, edited and managed using the administration area. Media such as photos, video and audio can be embedded into content.
- **Menu system** - Menus can be edited and rearranged, meaning it is easy to change the navigation structure or reassign pages to a different section.
- **Modular, Transparent and annotated method of coding** - By design, Drupal supports this methodology. Key site variables, themes and functionality can be kept separate and the use of functions and classes of coding are supported. Nudge developers annotate their code comprehensively and use folder and file names that are logical, intuitive and could readily be picked up and understood by other developers.
- **Website structure** - Drupal will allow for multiple menus and multiple levels (tree format) and also allow editors to add, edit, move and remove branches as appropriate.
- **Website administrators and content editing** - This will be delivered and is available as standard functionality from a standard Drupal module. Full audit trails of on-site editing activity from all administrators will be recorded for future reference. Drupal 'Trash' will keep all deleted content for potential retrieval and restore.
- **User authentication** - Users can register and authenticate to the system, Drupal also uses a role based permission system which means administrators don't have to tediously set up permissions for each user. Instead, they assign permissions to roles and then group like users into a role group.
- **Online help** - Help text is available to you on your own site meaning most tasks can be achieved without having to ask for help.
- **Contact Form** - A contact form will allow interested users to sign up to receive more

information. This list can be exported as required for use with an email client or mailing list software.

- **Friendly URLs** - Apache's mod-rewrite will be used to enable customisable URLs that are both user and search engine friendly.
- **Searching** - All content is fully indexed and searchable at all times allowing users to easily search for content.
- **Content syndication** - Your site's content can be published in RDF/RSS format for others to gather and use.
- **Logging and Reporting** - Important activities and system events are captured in an event log to be reviewed by an administrator at a later time.
- **Caching** - The caching mechanism minimises database queries, increasing performance and reducing the server's load. Caching can be tuned in real time and many high-traffic sites and perform very well under extreme loads.

Modules

Prior to any development we will propose a hand-picked list of contrib modules we would recommend for building the site, these modules will undergo the following checks before being put forward for recommendation:

- Is there a stable version (e.g. not beta/alpha)
- Is the module still actively maintained
- How many live sites are currently using the module
- How many known issues are reported against the latest version of the module on drupal.org

Integration and CRM

Drupal is a Content Management Framework, meaning it is designed to integrate with other systems and data sources. Nudge has integrated many different CRMs (and all sorts of other systems from calendars to advertising and marketing platforms) with Drupal.

The key with any integration is determining what data needs to be transferred, the master source for each type of data and the rules put in place regarding data transfer and sync. Having integrated similar CRMs (MS Dynamics, Salesforce, Pipeline Deals, Hubspot, AgileCRM and more) with Drupal in the past we are well versed with CRM integration and already have a blueprint of both process and rules that will act as a starting point. We will, within the planning process, address the integration and design a set of rules that will be perfect for the client, and more importantly, design a set of use cases which we'll run through testing those rules to the 'edge-case-limits' ensuring you are provided with the perfect setup.

Drupal can capture data and user interactions with your website and pass them onto your CRM, e.g. pages visited, content read, buttons clicked, requests made. Capturing this data can be vital to trigger bespoke marketing automation sequences and trigger CRM tasks for manual follow up.

3.2 DRUPAL SECURITY

For any high-profile website, security is paramount and Drupal's security record is second to none. Nudge adheres to industry best practice with respect to security, ensuring we protect against common threats such as SQL injection and cross-site scripting. However, as with any software product, it is inevitable that security vulnerabilities will exist. Thanks to the large open source community, these vulnerabilities are rare and any vulnerability that does exist is quickly patched and distributed to the community.

Drupal have a dedicated security team and a comprehensive security announcement and release process. Nudge are on the Drupal security-mailing list (see <https://www.drupal.org/security-team>), so we receive updates about security vulnerabilities almost immediately after they are discovered. With our recommended support package, we can apply these updates to the website as they are released, ensuring the website is always patched against the latest vulnerabilities.

Nudge also reviews all of published security whitepapers including <http://drupalsecurityreport.org/about-drupal-security-report>. Any relevant recommendations and best practices etc are worked into our coding practices as part of our continual improvement program.

- Staff security

All of our staff are standard DBS (BPSS) checked to financial manager level, and also undergo background, employment history and credit checks performed prior to any work being conducted.

Summary

- Drupal has an excellent security record
- Nudge are already trusted by Government departments and Tier 1 brands with high-risk platforms
- We know about Risk assessment and managing your ongoing risk register
- We deliver business continuity and disaster recovery
- We're Cyber Essentials Plus accredited
- We have lots of GDPR and Data Protection experience

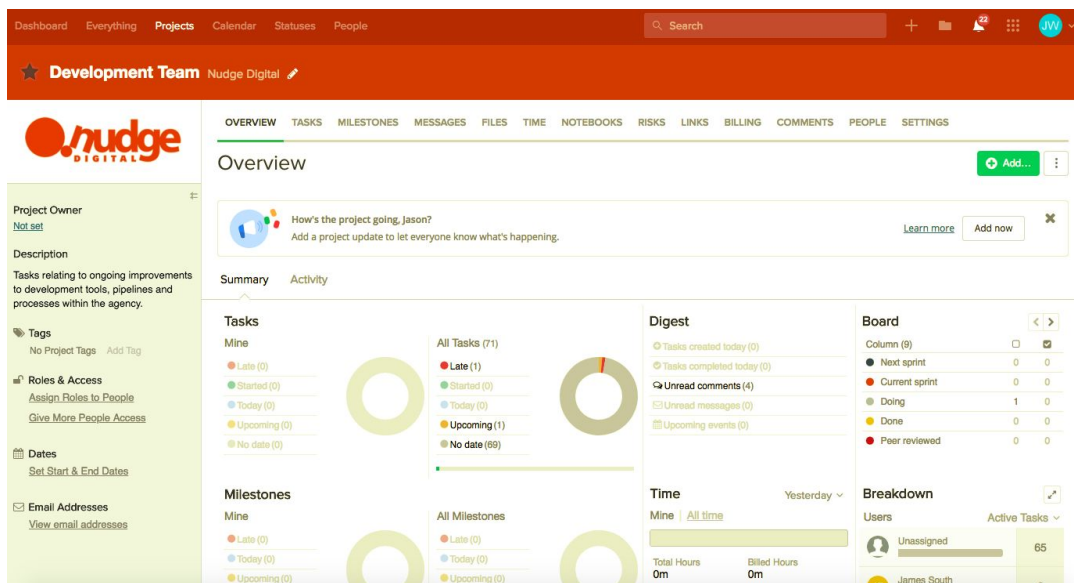
4. PROJECT MANAGEMENT

In all projects we use a standard delivery approach and methodology built on strong project management and a set of proven processes to ensure 'on-time' and 'on-budget' delivery.

4.1 PROJECT SYSTEMS

Nudge has a dedicated project management system for planning, progress tracking and communications with clients and the internal Nudge development team throughout the project duration. The system facilitates working with associates and clients, defining important milestones, assigning tasks and responsibilities and communicating them, sharing files, notifications when something happens, discussions and commenting tools. All correspondence is saved within the system and available for immediate and future reference by both Nudge and the client.

When planning a schedule for a project, Nudge builds in contingency time and flexibility where possible. This includes the responsibilities of each resource at each stage / milestone throughout the project, an appreciation of the client's availability (and any booked holidays), providing ample time for feedback on work and milestone sign offs, scheduling multiple developers on certain tasks and having additional or backup freelance resource when required.



All scheduled and upcoming work across all clients is reviewed at a global level on a weekly basis. This allows us to plan for unforeseen circumstances and accommodate known changes to prioritise projects with critical upcoming milestones.

4.2 MOBILISATION AND ON-BOARDING

Working effectively together throughout the project and understanding each other's working methodologies are essential to a successful project outcome and this starts with the on-boarding process.

Following a contract award, our project team is briefed by the bid team and given access to all tender documents, our submission, clarifications and presentation slides. This gives us an opportunity to gain further feedback from our team before our first face to face meeting with the client.

Kick-off session

This important session is attended by the team working on your project and by as many relevant client stakeholders as required.

In this first meeting, we discuss a wide-range of project topics, all of which help us gain a mutually aligned understanding of the services we're providing and the project deliverables. We'll lead this important session, discussing every aspect of the new website, your organisational goals and aspirations for the website; identifying key project stakeholders, their responsibilities defining key milestones for the project plan.

Following the initial project strategy sessions, our process keeps the client highly-engaged at every stage. Regular weekly updates coupled with sprint reviews/milestone sign-off stages ensure you're fully informed as to progress and have full oversight of the project.

4.3 RISKS AND MITIGATION

All project dependencies are fully identified and defined during the planning phase and will be captured in the project plan. The project plan captures all project milestones, associated project personnel and their responsibilities.

Many of the solutions that Nudge designs and builds for its clients are complex, feature rich and mission critical. Mitigating risk and managing compliance is absolutely essential to the overall long-term success of this project. All Nudge staff are all BPSS security checked as standard.

The analysis of potential risk and compliance requirements are addressed early in the project process and form an integral part of the Discovery and Planning phase. Output from these early findings are continually reviewed and refined as we progress through the various stages of delivery. This includes analysing the value of all solution components and assets to the business, identifying threats to those assets, and evaluating how vulnerable each asset is to those threats. Nudge also utilises 3rd party services, such as Pen Testing, to test and validate security performance prior to launching mission critical online services.

Built in Resource Redundancy

Many of our team operate in multiple disciplines which means that, in the unexpected event of staff being unavailable or that we need to accelerate the timescale, their colleagues can step in and continue to deliver project commitments. This is standard practice within Nudge and supports our methodology of scheduling projects with built in redundancy capabilities. By using a detailed project plan and Gantt chart both parties will be able to monitor the project progress across all of the project milestones and plan for such contingency with adequate notice.

Should additional resource be required, Nudge will supply that resource until the individual task, milestone or project is completed.

5. ONGOING SUPPORT AND MAINTENANCE

Our standard support includes all security patching and upgrading modules to the latest versions, testing of all upgrades on a development environment, bug fixes, enhancements to the site functionality and content updates where required.

Below is our standard Response Definition and SLA that we use for our clients. We will work with our clients to create a responsive agreement that meets your specific needs and requirements.

	Critical	Serious	Non-critical
Definition	Mission critical problem where there is no workaround available	Non-critical issue or critical issue with workarounds available	All other issues
Examples	<ul style="list-style-type: none"> Loss of some or all functionality for all website users Loss of some or all styling for all website users Critical security upgrades 	<ul style="list-style-type: none"> Loss of functionality for some website users Loss of styling for some website users Low impact security upgrades 	<ul style="list-style-type: none"> Styling changes Content changes Additional functionality Non-security upgrades
Logged by	Must be reported by phone for guaranteed instant pick-up	Must be reported by phone or email for instant pick-up	Can be reported by phone, email or logged via Project management system
Response time	Within 4 working hours	Within 1 working day	Within 2 working days
Resolution time	Within 1 working day	Within 5 working days	Within 10 working days

Performance measuring and reporting

All of our work is logged, tracked and reported against within ActiveCollab, our project Management System. You will be granted access to our project management system and can track our work and performance against our KPIs in near real time. This transparent approach is designed to allow the client team complete visibility on Nudge's work, costs and performance.

6. COMPANY OVERVIEW

We are an SME with 14 enthusiastic full-time members of staff based in Bristol. We have gained extensive experience providing fully bespoke web design and build services for an impressive and diverse range of public and private sector clients based upon a number of differing technologies to suit their technical and accessibility requirements.

Core service areas

<u>Consultancy</u> <ul style="list-style-type: none"> ● Digital strategy consultancy ● Discovery and forward planning ● Content strategy and planning ● Security and risk analysis ● Conversion rate optimisation (CRO) 	<u>UX and Creative</u> <ul style="list-style-type: none"> ● Rapid prototyping / wireframing ● User experience development ● User testing exercise ● Branding and logo design ● Responsive web design services
<u>Development</u> <ul style="list-style-type: none"> ● Content Management systems <ul style="list-style-type: none"> ○ Drupal 7 & 8 ○ WordPress and WordPress VIP ● Bespoke applications ● In house expertise - PHP, MySQL, XHTML, CSS, JavaScript, jQuery ● iOS and Android smartphone app development ● Full support and maintenance 	<u>Marketing</u> <ul style="list-style-type: none"> ● Search engine optimisation ● Pay-per-click (Google AdWords) ● Email marketing ● Social media management ● Content generation

Nudge has been recognised with some great industry awards.

- Brand You awards, A Bristol-based event with 14 categories across the creative sector. Nudge won 'Best in Digital', which we are very proud of. For a list of all winners please see <http://www.bristolmedia.co.uk/>.
- GradCornwall. They won Best newcomer at the National Online Recruitment Awards
- The National Fraud Authority - recognised by the well-known [Web User magazine](#) and awarded a 5 star rating. Please see www.nudgedigital.co.uk/blog/5-star-review-cyber-street for more details.
- 'One to Watch' in e-consultancy.com "Top 100 Digital Agencies Report 2015". <https://econsultancy.com/reports/top-100-digital-agencies-2015>.

Your team are welcome to visit our offices at any time. It is extremely beneficial for potential clients to meet the entire Nudge team that is working on your project and to see our working environment and facilities. This provides our clients with the confidence that we have the resources, capabilities and technical knowhow to deliver the project in

question.

6.1 A FEW CLIENTS WE WORK WITH

Public Sector:



Private Sector:



7. CASE STUDIES

7.1 CYBER STREETWISE - www.cyberstreetwise.com

Please note that the Cyber Street campaign management has now been taken back in house. when the Cabinet Office established it own internal IT support team

The 'Cyber Streetwise' campaign was designed to change the way people view online safety and provide the public and businesses with the skills and knowledge they need to take control of their cyber security. The campaign includes a new easy-to-use website and online videos.

Cyber Streetwise provided home-users and SMEs with impartial advice and tips about how to make some simple but effective changes to improve their online security.

The 'Cyber Street' initiative played a vital role in helping to raise the profile of these kinds of cyber-attacks and of the importance of security to both businesses and consumers across the country.

Please see

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/273330/cyber_streetwise_open_for_business.pdf for further project details.



Client quote:

"Just wanted to say a huge great big massive thanks! For all you are doing - I know you are working very hard and very long hours but we ran James Brokenshire through the latest site last night and he was really animated about it all - "There's nothing like this out there is there?!" He is really pleased with the way it's all looking... and more importantly so are we!!!"

"Thanks again and hope you have a bit of time (but not too much) at Christmas". Peter Wilson, Director & SIR, National Fraud Authority & Action Fraud - peter.wilson@nfa.gsi.gov.uk

7.2 BUSINESS WEST - www.businesswest.co.uk

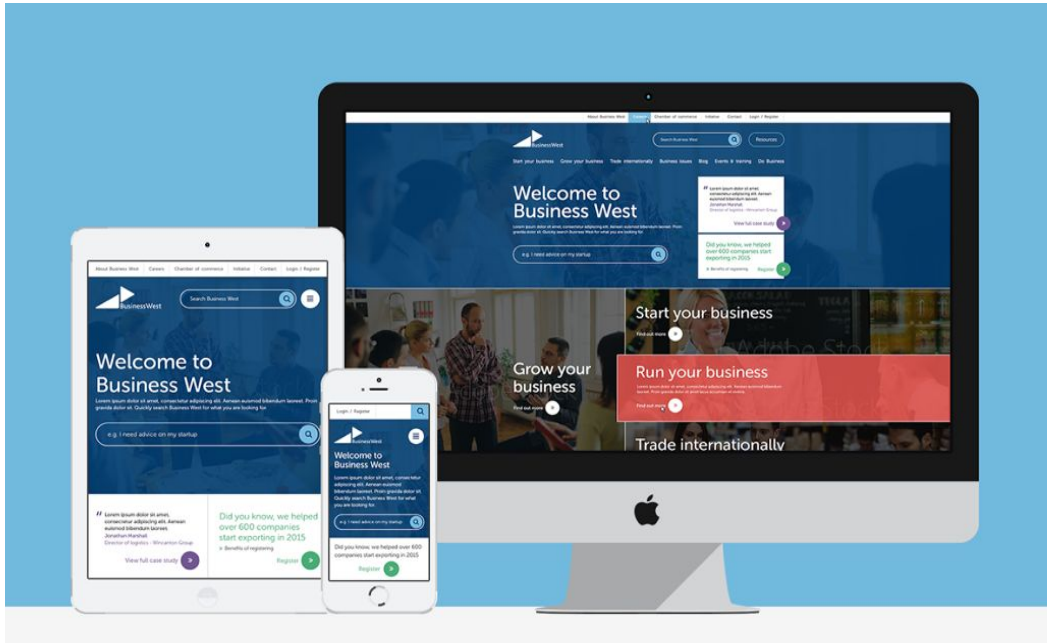
Business West are one of the UK's leading independent business leadership organisations, representing and working with over 18,000 businesses across the South West. As the local access point for a whole host of business and export solutions, they help support and grow business in the UK and overseas.

Nudge has engaged with Business West on two projects to date:

- 1 - Discovery and Planning exercise to determine the business requirements and user needs, future digital strategy and a detailed specification for their new website
- 2 - Design and development of their new website using the above delivered forward planning documentation

Both projects were won by Nudge following a fiercely competitive tender process. Our first project was focused on delivering a comprehensive Discovery and Planning exercise to help BW define the project scope and requirements for their new website.

Nudge conducted in-depth internal stakeholder engagement exercises across a wide and diverse range of staff throughout the business to determine and distil the main business drivers and goals they wanted to achieve via the new website. We also conducted extensive external end-user stakeholder workshops, focus groups, surveys and user testing to inform our thinking and support evidence-based recommendations around user's needs.



The output from this exercise was a comprehensive forward digital plan which Business West used to support the procurement of the design and build elements of their new website.

Following a second highly-competitive tender process, Nudge were awarded the contract for the design and build of the website. We worked closely with Business West on the design and build of a highly user-centric, heavily content-led website. The site reflects all aspects of Business West's offering, both as a membership organisation and policy leader, and as a provider of services to start-ups, exporters and growing businesses.

With full MS Dynamics CRM integration, the website enables Chamber members to potentially move all of their interactions with Business West online, joining and renewing their membership, posting tenders and opportunities, profiling their business, liaising with their peers, and taking advantage of Business West's services, content and expertise.

By tracking all user activity on the site (including any accessing of content / web sections) and passing this information back to CRM, the website's focus is to act as a powerful member recruitment tool and a sales lead generator for Business West services.

Deliverables:

- Stakeholder engagement
- Needs analysis
- Service design
- User focus groups
- Commercial digital strategy
- Audience persona development
- User experience design (interactive wireframes)
- Accessible design - WCAG AA
- Agile project management

- Full stack Drupal development
 - Drupal 7
 - Installed and custom modules
 - Admin themes for easy administration
 - Role based permissions
 - Custom content types
 - Custom workflow
 - Content moderation
 - Comprehensive MS Dynamics CRM integration
 - Dotmailer email client integration
 - Custom module development
- Responsive front end web development (HTML5, Javascript, jQuery, CSS3)
- User testing
- Ongoing support and conversion rate optimisation

Quote:

I wish to thank you and your teams for helping create and launch our new website. I am delighted with its structural and visual design and its behind the scenes capabilities. You have helped us pull off the impossible, ie a customer journey friendly site, a lead generating and data exploiting site and a corporate brochure... and across the broad spectrum of activity and complex messaging that is Business West.

Thanks again, Phil Smith | Managing Director

7.3 EARLY YEARS NUTRITION PARTNERSHIP

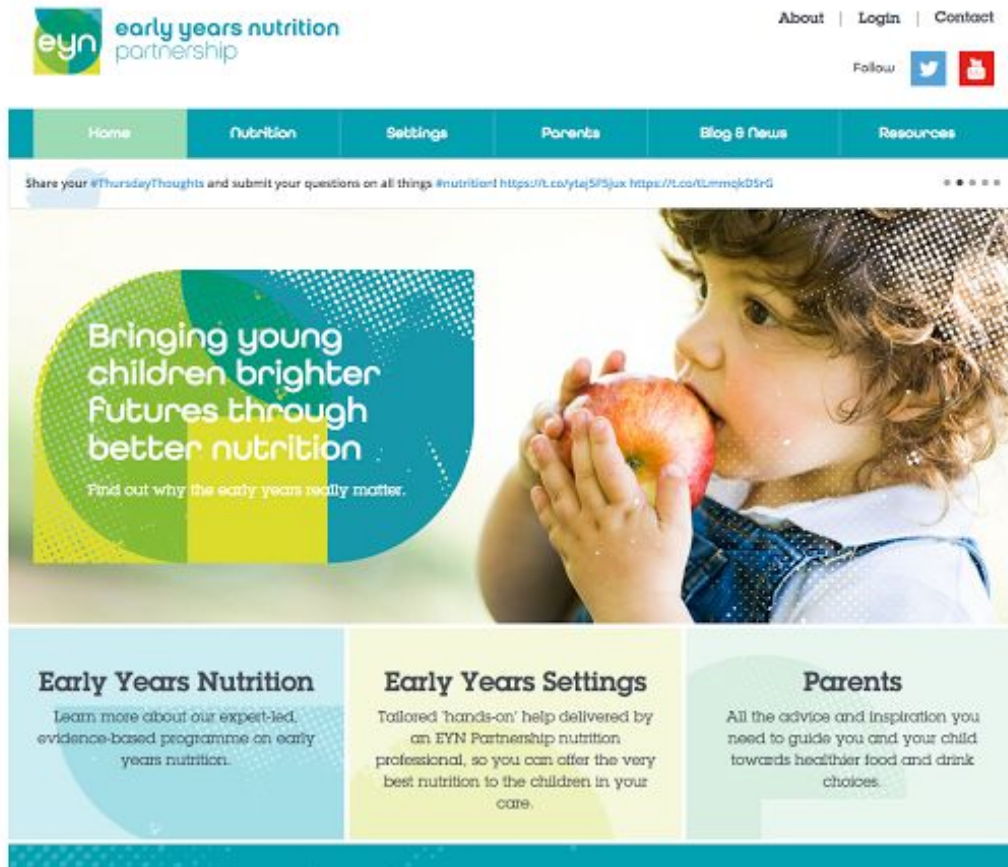
www.eynpartnership.org

Nudge worked with Danone.com to research, plan and implement a web portal for the EYN Partnership project. The portal was all about creating a positive movement, encouraging professionals and citizens to interact and make partnerships to deliver positive outcomes for their children with regard to nutrition.

Our initial discovery work involved engaging with stakeholders and researching user needs. We undertook focus groups and stakeholder meetings in order to understand what we needed to create. This work led to an understanding of user personas, a list of user needs and user stories, and an understanding of the team that would be needed to deliver the project.

We worked in an agile way to create simple prototypes of the website interface, testing these iteratively with real users from the target audience groups. These prototypes evolved into full design concepts over time as we got user feedback and clarity on the solution needed. Once we had a working prototype we added more detail to our user stories and started to build the website.

We currently provide ongoing support, maintenance and conversion rate optimisation services to ensure EYN Partnership is constantly being optimised.



Deliverables:

- Full stakeholder engagement process
- Needs research and analysis
- Detailed service design
- User focus groups
- User experience design
- User interface design (interactive wireframes)
- WCAG AA - Accessible design
- Comprehensive user testing
- Brand design and art working
- Agile project management
- Full stack Drupal development
 - Drupal 7
 - Installed and custom modules
 - Admin themes for easy administration
 - Complex role-based permissions
 - Custom content types
 - Workflow
 - Content moderation
 - CRM integration

- o Marketing platform integration
- o Custom module development
- Responsive front end web development (HTML5, Javascript, jQuery, CSS3)

7.4 DEPARTMENT OF HEALTH – DIGITAL REPORTING DASHBOARD

The digital team at the Department of Health (DoH) want to create a reporting tool which:

1. Gathered information on the activity of digital communications channels
2. Performed basic analytics to bring meaning and context to the information
3. Presented it in an intuitive way to help communications staff learn about and improve the impact of their efforts to reach and engage their target audiences

Nudge developed a new dynamic digital dashboard that is intuitive, easy to use, flexible and scalable. The dashboard aggregates data from a variety of outreach communications sources (emails, social media, blogs, websites etc.), performing analysis to bring meaning and context to information and allowing communications staff to learn about and improve their ability to reach and engage with their target audiences.



We delivered the first iteration of the dashboard as a proof-of-concept (MVP) well in time for the G8 dementia summit where it performed flawlessly. The portal has now evolved from an MVP to incorporate customisation functionality to allow DoH to accommodate other campaign channels, ministerial priorities and initiatives. E.G the Winter Check campaign.

7.5 NHS CONSTITUTION APP

Our brief was to create an application to act as a repository for all of the 'values-based-care' work that was being developed as part of the communication strategy around the new NHS constitution.

For the first time in the history of the NHS, the constitution brings together in one place details of what staff, patients and the public can expect from the National Health Service. It also explains what you can do to help support the NHS, help it work effectively, and help ensure that its resources are used responsibly.

The Constitution sets out your rights as an NHS patient. These rights cover how patients access health services, the quality of care you'll receive, the treatments and programmes available to you, confidentiality, information and your right to complain if things go wrong.

Rights and pledges

One of the primary aims of the Constitution is to set out clearly what patients, the public and staff can expect from the NHS and what the NHS expects from them in return.



The app was used to inform, educate and debrief all internal NHS stakeholders as to how the new NHS Constitution is to be applied and interpreted across a wide-range of NHS situations and scenarios with the ultimate aim of changing the behaviour of internal staff to adopt the new Constitution in their daily working routine. This behavioural change was addressed by providing interactive tools within the app to allow users to explore the various ways in which the constitution could be applied and interpreted in real life work scenarios and situations.



More case studies can be found at www.nudgedigital.co.uk.