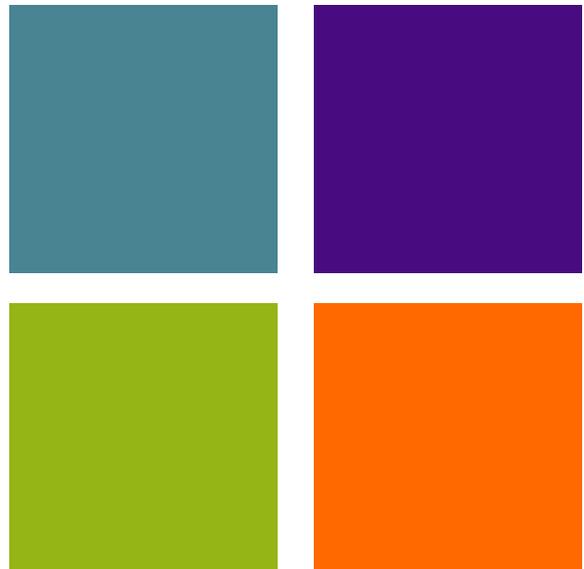


## Invitation to Tender

To provide strategic marketing, branding refresh and website development support for Cambridgeshire ACRE

Contract Start Date: 01-Feb-2021

Contract End Date: 30-Jun-2021



Procurement is being undertaken by Cambridgeshire ACRE

Company limited by guarantee No. 3690881 • Registered charity No. 1074032 • VAT Registration No. 838 5035 17  
Registered office: e-space North, 181 Wisbech Road, Littleport, Ely, CB6 1RA

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## INTRODUCTION

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Cambridgeshire ACRE is a member of the ACRE Network of 38 local development charities that influence on rural issues and deliver rural projects across England. In 2019, we published a new organisational strategy that guides our work and which has seven Strategic Aims:

- 1) To help the rural economy to grow.
- 2) To improve the health and wellbeing of rural communities
- 3) To support community-run assets and services
- 4) To support communities to plan for their own futures and undertake community-led housing development
- 5) To enhance the natural environment and create a greener Cambridgeshire
- 6) To grow our consultancy work
- 7) To be a strong and valued organisation

We are looking to review and refresh our communications and marketing to strengthen our relationships with funders, partners and communities (our stakeholders) and drive an increase of contracts to our commercially focused services (consultancy work).

To do this, we wish to contract a Marketing and PR specialist to:

- 1) Undertake a review of our current marketing and communication activities.
- 2) Use the results of the review to undertake the development of a new three-year Marketing and Communications Strategy that will build an increase in our stakeholder engagement into the organisation's work and an increase our consultancy work.
- 3) Refresh our branding.
- 4) Design and build us a new website.

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## BACKGROUND TO WORK

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Several issues and gaps that have been identified:

1. In the development of Cambridgeshire ACRE's new Strategy trustees, staff and our members recognised that the organisation's external marketing and communications needed to be strengthened so that there is an increased awareness of the Charity and the totality of the projects and services provided across Cambridgeshire and Peterborough. Often our stakeholders do not understand the full remit of the Charity's work. They fail to easily grasp what we do and why the Charity exists.
2. Cambridgeshire ACRE is good at the 'doing' but not good at demonstrating the ongoing successes achieved. In times of reducing funds, there is a need to promote success so that more of our key stakeholders wish to invest further in our work.
3. The 'voice' of our stakeholders is often hidden and needs to be strengthened so that we can demonstrate the impact of our work through those that have received our services.
4. Much of Cambridgeshire ACRE's finance is received through making applications to grant funders to carry out specific programmes of work. If successful, these projects often need to develop their own identity and marketing strategies to enable the engagement of stakeholders. For example, our Eastern Community Homes, Fens Biosphere and New Life on the Old West projects all have their own marketing strategies, brands and websites. This current approach fragments marketing efforts and often misses opportunities to get key messages across to raise awareness to all the projects and services that Cambridgeshire ACRE provides.

5. Cambridgeshire ACRE wishes to grow its consultancy services provided to local councils, community facilities committees/groups and other community groups. The marketing of these services needs to be strengthened so more customers are aware of the difference between our grant funded projects and other services that can be purchased to gain additional support when needed.
6. We are looking to re-shape and replace our website to improve its content and update its functionality. The current website is content-rich with much information added through the creation of Wordpress sites for each project/service. These tend to be heavy in content with staff adding news items individually and which are often not shared with a wider audience through the main website. There is a need to strip back the content into one central website going forward, where possible.

To give further context:

1. We identify our stakeholder groups as members; community organisations and individuals; government departments; local authorities, NGOs, academic institutions; lottery distributors; trust and foundation funders; religious organisations and the private sector. Within these we also have a further degree of segmentation such as sector-specific groupings such as Parish Councils; Village Hall Committees; Community Housing Groups and environmental organisations. These are all our current stakeholders and prospective stakeholders, as well as our funders who expect us to demonstrate their money is well spent. Our work involves proactively nurturing relationships and building networks/partnerships to build new opportunities.
2. Since COVID-19, there have been rapid social changes in the way our stakeholders need us to communicate with them. Technology is now readily accessible to most of our stakeholders who have adapted to using online software, apps, social media, online conferencing, and downloads to gain advice/support. As some examples, our Village Hall Coffee mornings are now held online with volunteers joining each other in this way to share learning about how village halls are managed and the annual Cambridgeshire and Peterborough Local Council conference for parish/town councils organised by us was held online through a conferencing platform. Looking forward, we expect to see an increase in the requirement to access online content and live streaming of events (post-COVID).
3. Over the next years we face a changing political environment with devolution meaning change in Local Authorities and new local councillors (decision-makers) elected. This change will create uncertainty and Cambridgeshire ACRE needs to strengthen its brand and communication so that it can remain a key partner for strategic and programme contributions to any new political arrangements that will emerge.
4. People's 'cultural values' are considered to have shifted and we need to align closely through our future messaging and the tone of our communications to critical world issues, such as climate change, value for money, equality and diversity and valuing local communities/volunteering. Through its work, Cambridgeshire ACRE has many good stories and outcomes linked to these issues which need to be drawn out in the future.
5. The Charity celebrates its 100<sup>th</sup> Birthday in 2024 which is likely to lead to a year of events and celebration. We need to consider how we align with this in a cultural and historical way as part of our strategy.
6. Cambridgeshire ACRE is looking at allocating more resources to optimise its online presence and communication outputs. We wish to build quality digital content that supports our wider organisation campaigns and activities.
7. We are expecting to invest in a new Customer Relationship Management (CRM) system and will look to do this to align with this work. This system will assist us with a centralise management of customer contacts and support our digital marketing outputs through tracking customer journeys.

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## OBJECTIVES AND EXPECTED OUTCOMES OF THE WORK

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Objective	Actions	Outputs	Outcomes
<b>1) To establish and agree a three-year Communications and Marketing Strategy.</b>	<ul style="list-style-type: none"> <li>Review the current marketing and PR outputs to gain an overview of the requirements of the organisation.</li> <li>Work with trustees and staff to help develop a strategy through giving advice and facilitating discussion.</li> <li>Work with stakeholders to help develop a strategy.</li> <li>Present a Strategy to the Board for sign-off.</li> </ul>	<ul style="list-style-type: none"> <li>1 Strategy agreed</li> </ul>	<ul style="list-style-type: none"> <li>Cambridgeshire ACRE's Board are clear on the PR and Marketing Strategy and feel confident in the direction being taken to ensure maximum awareness raising and impact of the organisation's services over the next three years.</li> </ul>
<b>2) To strengthen Cambridgeshire ACRE's brand and key messaging.</b>	<ul style="list-style-type: none"> <li>Refresh the brand and present a range of options to the Board.</li> <li>Design clear key messages to support marketing and ethos of CACRE going forward.</li> </ul>	<ul style="list-style-type: none"> <li>1 brand including colour palette and logo.</li> <li>Key messages to underpin the brand agreed.</li> </ul>	<ul style="list-style-type: none"> <li>Cambridgeshire ACRE's Board feel confident a strong brand has been established and this will be used effectively across all PR and Marketing outputs.</li> </ul>
<b>3) To evaluate and establish a new website.</b>	<ul style="list-style-type: none"> <li>Work with staff to gain a suitable architecture for the website which will underpin the strategic service needs, incorporate project websites/or sub-branding requirements and integrates effectively with other PR/marketing efforts such as social media.</li> </ul>	<ul style="list-style-type: none"> <li>1 website built and launched.</li> </ul>	<ul style="list-style-type: none"> <li>Cambridgeshire ACRE's Board feels confident that the website is suitability informative and effective at communicating the work of Cambridgeshire ACRE.</li> </ul>

The consultant is expected to comply with all current legislation concerning health & safety, environmental sustainability, equality & diversity and data protection.

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## CONTRACT MANAGEMENT

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The contract for this work will be managed by Kirsten Bennett, Chief Executive, Cambridgeshire ACRE.

The consultant will be expected to work closely with Cambridgeshire ACRE staff, providing regular updates and attending meetings to provide an overview of the work as it progresses.

A half-day inception meeting will be held, following award of contract and before work commences, to discuss the work and provide for the development of an agreed workplan to guide the work, timing and expectations. Please allow time for this meeting and development of a workplan in your costings.

Cambridgeshire ACRE is fully compliant with the General Data Protection Regulation (GDPR). Our Data Protection Policy (copy provided) sets out the measures with which all parties working on its behalf should comply. Any personal data shared by Cambridgeshire ACRE with the successful consultant must be handled in accordance with these measures.

The GDPR states that we should only contract with a processor who can provide sufficient guarantees that the requirements of the GDPR will be met and the rights of data subjects protected. The successful consultant will therefore be asked to complete Cambridgeshire ACRE's 'Data Protection Third Party Processor Checklist' as a way of providing the necessary assurances.

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## TIMETABLE

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Work on this contract must be concluded by 30 June 2021.

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## BUDGET

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The maximum value of this contract is £24,000 which must include all VAT and expenses you incur. Cambridgeshire ACRE cannot exceed this amount. We anticipate this being around £7,000 for the strategy and branding refresh and £17,000 for the website design and build. Once the strategy is development there could be a need for additional functionality to be added to the website and we will look to cover any additional costs that might be necessary.

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## PREPARATION OF TENDERS

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Tenders should cover the following points:

- Relevant experience and competency possessed to complete the work.
- Biographies of any staff that will complete the work.
- Examples of similar work completed successfully elsewhere.
- The methodology to be used for the development of each of the key tasks and how each of these will feed into the final outputs.
- A simple risk analysis of any issues or barriers that could prevent successful completion of the work and how you will guard against them.

- Full costs and expenses including information on daily rates, VAT and the amount of days of time allocated to each of the key specific tasks to be undertaken as part of the work.
- A breakdown of key milestones and their expected completion dates.
- Contact details of two people who are willing to provide references regarding similar work undertaken over the last three years.

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## SELECTION OF TENDERS

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Cambridgeshire ACRE has a formal 'Policy on Choosing Consultants, Contractors and Suppliers' a copy of which is provided alongside this Invitation to Tender.

Cambridgeshire ACRE will set a scoring system to allow it to determine and select the best value for money tender, with its Chairperson (Annie Blair) and Chief Executive (Kirsten Bennett) being involved in this process. Shortlisted consultants will be invited to an interview where a short presentation will be required detailing how the work will be undertaken.

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## SUBMISSION OF TENDERS

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If you wish to discuss the requirements of the tender further, then please contact Kirsten Bennett, Chief Executive on 01353 865041 or email [kirsten.bennett@camsacre.org.uk](mailto:kirsten.bennett@camsacre.org.uk).

Please submit your tender (in Microsoft Word or PDF format) by email to Alison Brown, Head of Business Services at Cambridgeshire ACRE, by 12 noon on Friday 22-Jan-2021 via [alison.brown@camsacre.org.uk](mailto:alison.brown@camsacre.org.uk). Late submissions will not be accepted.