

Invitation to Tender

Phase 1: Feasibility into a new approach to Branding and Communications at Cambridgeshire ACRE



Procurement is being undertaken by Cambridgeshire ACRE

Company limited by guarantee No. 3690881 • Registered charity No. 1074032
Registered office: 72 Market Street, Ely, CB7 4LS • VAT Registration No. 838 5035 17

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INTRODUCTION

Cambridgeshire ACRE is the Rural Community Council for Cambridgeshire and Peterborough. We are looking to appoint a well-qualified consultant to work with us on Phase 1 of a project of digital transformation to establish a stronger brand and approach to communications that will change the way we work in the future.

BACKGROUND AND IDENTIFIED ISSUE

As a charitable company, our work covers a wide range of rural community development activity including supporting community building committees; enabling parish councils to develop; building affordable rural housing; and environmental and economic development projects. We take a partnership-approach to our work and engage with a wide array of statutory organisations; voluntary organisations; community groups and businesses.

Much of our work involves our members and volunteers, who are networked together through peer learning events and other training schemes. We wish to increase knowledge and participation in these networking opportunities, enabling increased shared learning through establishing better methods of digital engagement/participation. This needs careful consideration as recent surveys have shown us that our members demonstrate a lower level of ability in digital skills than perhaps might be expected. We need to ensure that our approach to communications is fit for the future to drive progress, but at the same time enable good communications with our wide range of members, partners, supporters and customers. Our Customer Relationship Management (CRM) system therefore needs to be considered as part of this work.

Additionally, we have a number of services that customers pay for and we wish improve communications regarding these and market them in better ways in order to increase income from these paid-for activities.

We have recently modernised the way we work. Using cloud services our staff can work from any location, with some working remotely from either their own home or a community setting. Our staff and trustees have varying levels of digital skills and we need to establish an expected level of knowledge and skill that will be required of our workforce in future. We would expect an assessment of staff and trustee skills would be required to implement a successful new approach to communications.

Over time our current brand has diluted and our communications have fragmented. There is limited integration between our brand, sub-brands, social media and website (our main website is www.cambsacre.org.uk, with sub-sites accessible from the *Our Work* page). Overall, we struggle to communicate what we do to others. We recognise we need external support to take forward our requirements for a new approach to our branding and digital/other communications and assistance with training our workforce to use them effectively.

OVERALL GOALS AND PHASED APPROACH TO ACHIEVING

We have set some overall goals that we wish to achieve through this work. We wish to take a two-stage approach that will allow us to take time to consider any proposals to invest funds in our branding and communications and will therefore tender for each phase separately. This invitation to tender applies to Phase 1 only. The table overleaf summarises what we wish to achieve, overall, and our staged approach:

Goals	Phase 1	Phase 2
<ul style="list-style-type: none"> • Make our charitable purpose and focus louder and clearer throughout all our communications both on and off-line. • Engage members; partners and customers better in our work through increasing conversations; telling more engaging stories; and enabling better and increased sharing of ideas between people and communities. • Increase income from our commercial and consultancy services. • Increase the level of digital communication skills across our staff and trustees. 	<ul style="list-style-type: none"> • Investigate issues • Propose and analyse solutions • Make recommendations with estimated costs • Make written and verbal report 	<ul style="list-style-type: none"> • Implement recommendations

SPECIFICATION OF TASKS TO BE COMPLETED DURING PHASE 1

We expect that the chosen consultant will:

1. Undertake an audit of our current branding and communications strategy/methods through a review of all existing documentation, publications, business information, websites and social media content.
2. Undertake an audit of our competitors and future use of digital communications in a charity and business context.
3. Carry out a review of the needs of members, partners and customers through holding interviews or focus groups with them.
4. Carry out a review of the requirements of staff through seeking their views and insights into current communications and an audit of their existing digital skills.
5. Carry out a review of the requirements of the Board of Trustees and an audit of their existing digital skills.

It is anticipated that the work will include visiting and talking to volunteers, staff and trustees. Cambridgeshire ACRE will provide support with site locations and contacts.

OUTPUTS FOR PHASE 1

The expected output from Phase 1 is a well-presented and reasoned report with clear, costed recommendations that will enable us to prepare a tender for the delivery of Phase 2 (implementation).

The report will:

- Detail and analyse the findings from the audit and consultation activity undertaken;

- Make recommendations for a proposed the way forward, giving options if considered appropriate;
- Include estimated costs for the proposals being made that take into account affordability for the Organisation;
- Provide sufficient details on the proposed approach to Phase 2 of the project (which is expected to include the delivery of a new brand, website, digital strategy and staff training) to allow use to tender for Phase 2 of the project.

We would also expect the consultant to attend a meeting with staff and trustees to present on the findings of the work and their proposals for Phase 2.

CONTRACT MANAGEMENT

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 and trustees, providing regular updates and attending meetings to provide an overview of the work as it progresses.

A half-day inception meeting will be held at the start of the project 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.

TIMETABLE

It is anticipated that this work will take around three months to complete. All tasks and the final output must be completed and handed over to Cambridgeshire ACRE by 28 February 2018. Please provide a summary of key milestones and completion dates covering the duration of the work.

BUDGET

The value of this contract is £6,000, which must include any VAT and expenses you incur. Cambridgeshire ACRE cannot exceed this amount.

PREPARATION OF TENDERS

Tenders are expected to cover the following:

- 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.
- Proposals for approaches to working with staff and trustees.
- A simple risk analysis of any issues or barriers foreseen in undertaking the work successfully.
- Full costs and expenses including information on daily rates, VAT and the number of days allocated to each specific task 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 3 years.

SELECTION OF TENDERS

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 a panel of both staff and trustees 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.

SUBMISSION OF TENDERS

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.

Please submit your tender (in MS Word or PDF format) by email to Alison Brown, Head of Business Services at Cambridgeshire ACRE, by 12 noon on **Wednesday 1 November 2017** via alison.brown@camsacre.org.uk. Late submissions will not be accepted.